

# Job Stress And Its Influence On Job Satisfaction: Insights From The Hotel Industry In Delhi-NCR

Pinki<sup>1\*</sup>, Dr . Rajiv Kumar<sup>2</sup>

<sup>1\*</sup>Enrolment No.212SHMO4010001, Department of Hotel Management, Om Sterling Global University, Hisar-125001

<sup>2</sup>Assistant Professor Department of Hotel Management, Om Sterling Global University, Hisar-125001

**Citation:** Pinki, et al (2023), Job Stress And Its Influence On Job Satisfaction: Insights From The Hotel Industry In Delhi-NCR, Educational Administration: Theory and Practice, 29(3), 1030-1046

Doi: 10.53555/kuey.v29i3.7963

## ARTICLE INFO ABSTRACT

This research paper delves into the intricate relationship between job stress and job satisfaction within the hotel industry in Delhi-NCR. Recognizing the critical contribution of the hospitality sector to the regional economy, the study investigates how the unique and often intense pressures associated with hotel work impact the satisfaction levels of employees. By employing a cross-sectional research design, the study systematically identifies and categorizes the most prevalent stressors encountered by hotel staff, assesses the overall prevalence of job stress, and examines its subsequent effects on job satisfaction. The research incorporates a comprehensive blend of quantitative and qualitative methodologies, offering an in-depth analysis of the complex dynamics at play. The empirical findings from this study provide valuable insights into the lived experiences of hotel employees, shedding light on the factors that contribute to or alleviate stress in the workplace. Moreover, the study presents actionable recommendations for hotel management to develop and implement strategies aimed at reducing job stress, enhancing job satisfaction, and ultimately improving the overall well-being and productivity of their workforce. These insights are crucial for fostering a healthier and more supportive work environment within the hotel industry.

**Keywords:** Hotel Sector, Job Stress, Job Satisfaction, Employee Well-being, Organizational Support, Career Satisfaction, Work Environment.

## Introduction

The hotel sector within the Delhi National Capital Region (NCR) stands as a significant player in the regional economy, offering employment opportunities to a diverse workforce. However, the inherent demands of the hospitality industry, characterized by high customer expectations, prolonged working hours, and intense service-oriented tasks, expose employees to elevated levels of job stress. As the industry continues to evolve and face challenges, understanding the intricate relationship between job stress and job satisfaction becomes imperative for sustaining a healthy and productive work environment.

This research endeavors to contribute to the existing body of knowledge by delving into the nuanced dynamics of job stress and its impact on job satisfaction within the unique context of the hotel sector in Delhi NCR. Despite the considerable attention given to stress and job satisfaction in various industries, the specific challenges faced by hotel employees in this region necessitate a targeted empirical investigation. Such an inquiry not only benefits the well-being of individuals but also holds implications for the industry's overall success and the quality of service provided to guests.

The primary objectives of this study are multifaceted. Firstly, the research aims to identify and categorize common stressors prevalent in the hotel sector. These stressors may range from interpersonal conflicts and workload pressures to the demanding nature of customer interactions. Secondly, the study seeks to assess the level of job stress experienced by employees across different roles within the hotel industry. By employing a cross-sectional research design, we intend to capture a comprehensive snapshot of the current state of stress within the sector. Thirdly, the research endeavors to analyze the impact of job stress on job satisfaction, recognizing the intricate interplay between these two variables.

By undertaking this empirical investigation, we aspire to provide valuable insights for hotel management, decision makers, and other stakeholders involved in shaping the work environment of the hospitality industry. The findings are expected to inform strategies for mitigating stressors, enhancing job satisfaction, and ultimately fostering a sustainable and positive workplace culture within the hotel sector of Delhi NCR. As we embark on this exploration, the goal is not only to identify challenges but also to pave the way for meaningful interventions that contribute to the well-being and success of both individual employees and the industry at large.

### **The Hospitality Industry and Job Stress**

The hospitality industry, recognized for its dynamic and service-centric nature, has emerged as a pivotal sector within the Delhi National Capital Region (NCR). As a substantial contributor to the regional economy, the industry plays a crucial role in shaping the work landscape for a diverse workforce. This sector, encompassing hotels and related services, is characterized by unique challenges that employees must navigate to meet the ever-evolving demands of discerning customers and maintain high service standards (Smith, 2018).

Within this context, the phenomenon of job stress has become a prevalent concern. Job stress is an inherent aspect of the hospitality industry, with employees often grappling with high levels of pressure due to factors such as intense customer interactions, extended work hours, and the need for prompt problem-solving (Hancer & George, 2003). The nature of the industry requires employees to be adaptable, customer-focused, and resilient, which can contribute to the manifestation of stressors affecting their overall well-being.

Understanding the specific stressors within the hospitality industry is vital to comprehending the challenges faced by its workforce. Interpersonal conflicts, workload pressures, and the demanding nature of customer interactions stand out as common stressors that can impact employees across various roles within the hotel sector (Hancer & George, 2003). The nature of these stressors and their prevalence necessitate an in-depth exploration to inform targeted interventions aimed at fostering a healthier work environment.

Moreover, the role of job stress in the hospitality sector goes beyond individual well-being; it also influences the overall performance and success of the industry. As employees face stressors, the potential consequences include burnout, decreased job satisfaction, and ultimately, a decline in the quality of service provided to guests (Smith, 2018). Therefore, an empirical investigation into the relationship between job stress and job satisfaction is not only timely but essential for addressing the challenges faced by the hospitality workforce in Delhi NCR.

### **Review of Literature**

The literature on job stress and its implications within the hospitality industry offers valuable insights into the challenges faced by employees in the hotel sector, particularly in the context of the Delhi National Capital Region (NCR). One prominent theoretical framework that informs the understanding of job stress is the Demand-Control Model proposed by Karasek (1979). According to this model, job stress arises from a combination of high job demands and low job control or autonomy. In the context of the hospitality industry, high customer expectations and the need for quick problem-solving often contribute to elevated job demands, while limited autonomy in decision-making may exacerbate stress among employees (Karasek, 1979; Hancer & George, 2023).

Similarly, the Effort-Reward Imbalance Model, developed by Siegrist (2022), emphasizes the role of perceived inequity between effort expended at work and the rewards received. In the hospitality sector, employees may perceive discrepancies between their efforts, such as working long hours and handling challenging situations, and the rewards they receive in terms of pay, recognition, and career advancement opportunities (Siegrist, 2022). This imbalance can contribute to feelings of job dissatisfaction and increased stress levels among hotel employees.

Furthermore, research within the hospitality industry has identified specific stressors that are prevalent among hotel employees. These stressors often stem from the demanding nature of customer interactions, operational challenges, and organizational factors. For example, frontline staff in hotels frequently encounter demanding guests, time pressures, and the need to maintain composure in high-stress situations (Pizam & Ellis, 1999). Additionally, factors such as insufficient staffing, lack of training, and organizational policies may exacerbate stress levels among hotel employees (Hancer & George, 2023).

The impact of job stress on various outcomes, including job satisfaction, has been extensively studied in the hospitality literature. Job satisfaction, defined as the extent to which employees find fulfillment and contentment in their work, is influenced by numerous factors, including the presence of stressors in the work environment (Smith, 2018). Research suggests that high levels of job stress are negatively associated with job satisfaction among hotel employees (Pizam & Ellis, 1999). Employees who experience excessive stress are more likely to report lower levels of job satisfaction, which can have detrimental effects on employee morale, performance, and retention within the hotel sector.

Moreover, the relationship between job stress and job satisfaction is complex and multifaceted, influenced by individual differences, organizational factors, and coping mechanisms. While some employees may thrive in

high-pressure environments, others may experience negative outcomes such as burnout and turnover intentions (Hancer & George, 2023). Therefore, understanding the interplay between job stressors, coping strategies, and job satisfaction is essential for devising effective interventions to support the well-being and retention of hotel employees in Delhi NCR.

## Research Methodology

### Research Design:

The research design selected for this study is a cross-sectional approach, allowing for the collection of data at a single point in time. This design is appropriate for capturing a snapshot of the current state of job stress and job satisfaction among hotel employees in the Delhi National Capital Region (NCR). A cross-sectional design is efficient for exploring the relationships between variables, as it provides insights into the prevalence and impact of job stress on job satisfaction within a specific timeframe.

#### Sample:

The sample for this study will consist of 150 participants selected through a stratified random sampling technique. Stratification will involve categorizing participants based on different roles within the hotel sector, such as front-line staff, managerial positions, and support staff. This ensures representation across various levels and functions within the industry. The sample size of 150 is determined based on statistical power calculations, aiming for sufficient representation to make meaningful inferences about the population.

## Data Collection:

### A. Structured Questionnaires:

Structured questionnaires will serve as the primary tool for quantitative data collection. The questionnaire will include standardized scales to measure job stress and job satisfaction, adapted to the context of the hotel industry. Questions will be designed to elicit responses on specific stressors, coping mechanisms, and overall satisfaction levels. The structured format allows for efficient data collection, ensuring consistency in responses and facilitating quantitative analysis.

### B. Semi-Structured Interviews:

Complementing the quantitative approach, semi-structured interviews will be conducted to gather qualitative insights. A subset of participants, representing diverse roles and experiences within the hotel sector, will be selected for in-depth interviews. Semi-structured interviews provide an opportunity for participants to express their experiences and perspectives in their own words, allowing for a richer understanding of the nuanced aspects of job stress and job satisfaction.

### Data Analysis:

Quantitative data collected through the structured questionnaires will be analyzed using appropriate statistical methods. Descriptive statistics will be employed to summarize the demographic characteristics of the sample, while inferential statistics, such as regression analysis, will be used to examine the relationships between variables. The qualitative data from semi-structured interviews will undergo thematic analysis, identifying recurrent themes and patterns within participants' narratives. The integration of quantitative and qualitative findings will provide a comprehensive understanding of the impact of job stress on job satisfaction in the hotel sector of Delhi NCR.

## Data Analysis & Interpretation

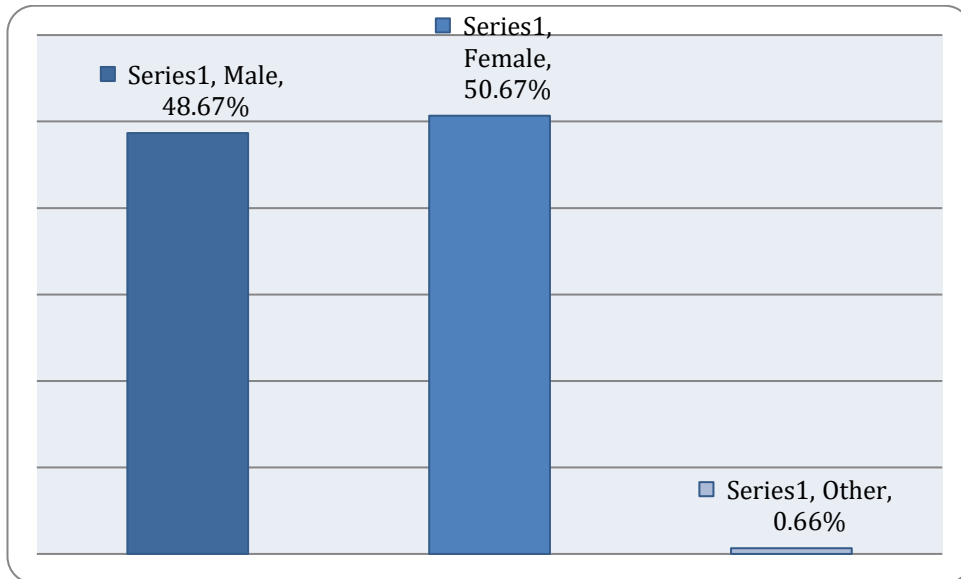
### A. Quantitative Analysis

#### 1. Gender:

Table 1 shows the frequency distribution of respondents by gender.

**Table 1: Gender Distribution**

Gender	Frequency	Percentage	Cumulative Percentage
Male	73	48.67%	48.67%
Female	76	50.67%	99.34%
Other	1	0.66%	100.00%
Total	150	100%	



**Figure 1:** Gender Distribution

**Interpretation:**

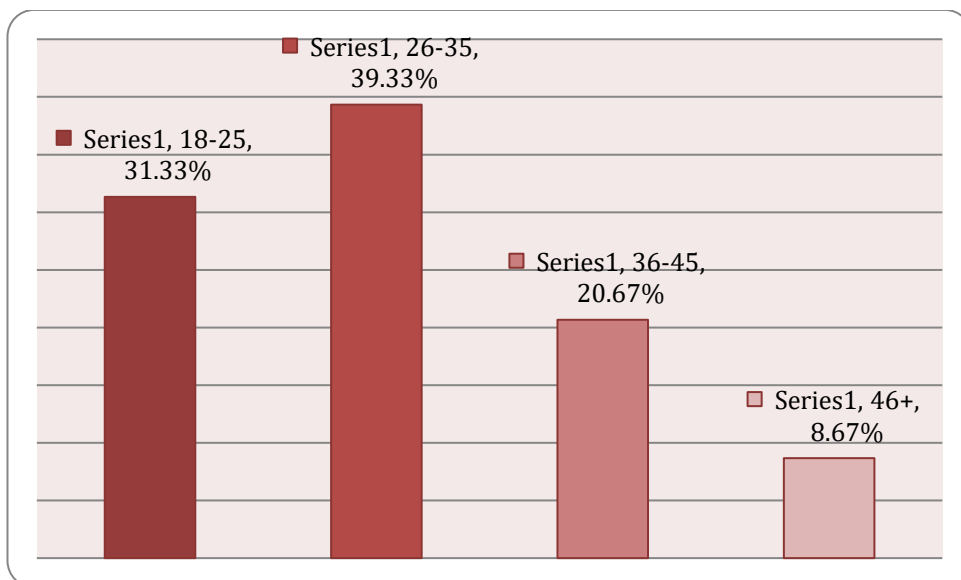
In Table 1, the gender distribution among the 150 participants reveals a nearly equal representation of males (48.67%) and females (50.67%), with a minimal presence of individuals identifying as 'Other' (0.66%), emphasizing a balanced gender distribution within the sample.

**2. Age:**

Table 2 illustrates the distribution of respondents across different age groups.

**Table 2:** Age Distribution

Age Group	Frequency	Percentage	Cumulative Percentage
18-25	47	31.33%	31.33%
26-35	59	39.33%	70.66%
36-45	31	20.67%	91.33%
46+	13	8.67%	100.00%
Total	150	100%	



**Figure 2:** Age Distribution

**Interpretation:**

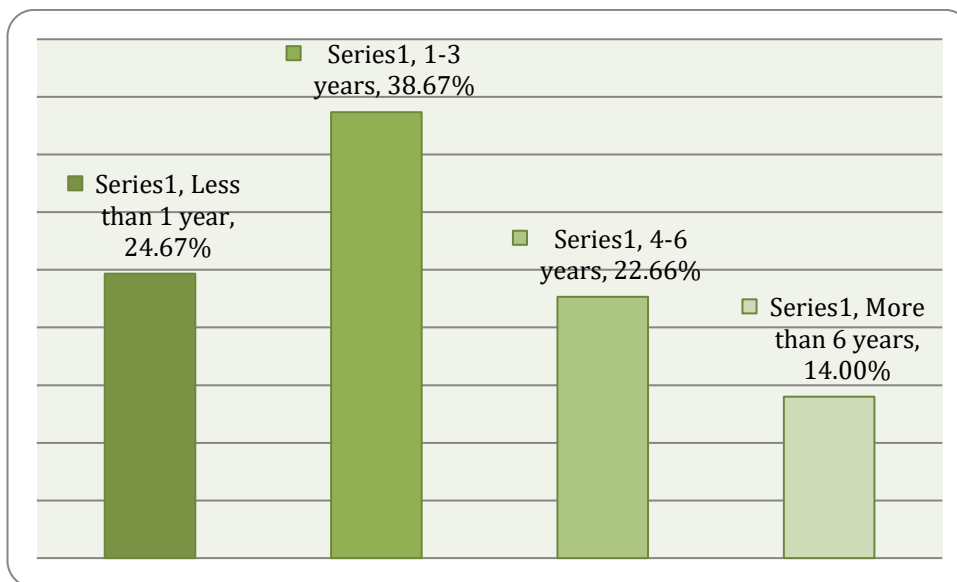
Table 2 illustrates the age distribution of 150 participants, showcasing a diverse representation. The majority falls within the age groups of 26-35 (39.33%) and 18-25 (31.33%), contributing to a cumulative percentage of 70.66%. Participants aged 36-45 make up 20.67%, while those aged 46 and above constitute 8.67%, providing a comprehensive overview of the age demographics in the sample.

**3. Years of Experience in the Hotel Industry:**

Table 3 displays the distribution of respondents based on their years of experience.

**Table 3:** Years of Experience Distribution

Years of Experience	Frequency	Percentage	Cumulative Percentage
Less than 1 year	37	24.67%	24.67%
1-3 years	58	38.67%	63.34%
4-6 years	34	22.66%	86.00%
More than 6 years	21	14.00%	100.00%
Total	150	100%	



**Figure 3:** Years of Experience Distribution

**Interpretation:**

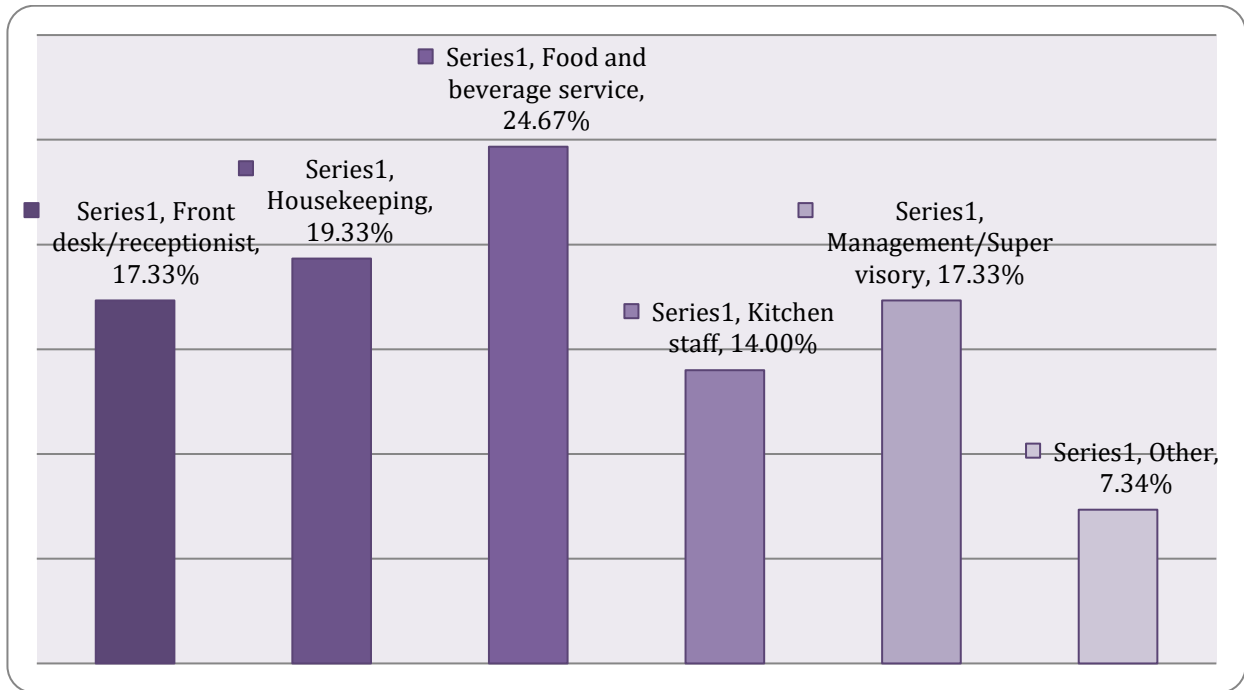
In Table 3, a significant portion, 38.67%, falls within the category of 1-3 years, while those with less than 1 year of experience constitute 24.67%. Participants with 4-6 years and more than 6 years of experience make up 22.66% and 14.00%, respectively, providing a comprehensive overview of the workforce's experience levels in the sample.

**4. Current Job Role in the Hotel:**

Table 4 showcases the frequency distribution of respondents by job role.

**Table 4:** Job Role Distribution

Job Role	Frequency	Percentage	Cumulative Percentage
Front desk/receptionist	26	17.33%	17.33%
Housekeeping	29	19.33%	36.66%
Food and beverage service	37	24.67%	61.33%
Kitchen staff	21	14.00%	75.33%
Management/Supervisory	26	17.33%	92.66%
Other	11	7.34%	100.00%
Total	150	100%	



**Figure 4: Job Role Distribution**

**Interpretation:**

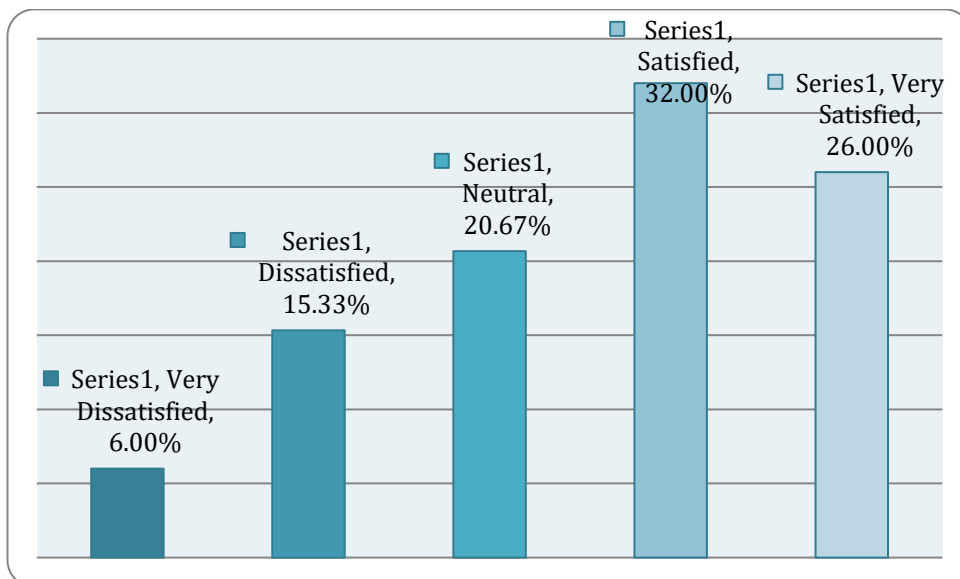
Table 4 offering insights into the varied roles of the respondents within the workforce. Food and beverage service roles have the highest representation at 24.67%, followed by management/supervisory positions at 17.33%. Other roles, including front desk/receptionist and housekeeping, demonstrating a diverse array of job functions in the sample.

**5. Job Satisfaction:**

Table 5 illustrates the distribution of responses regarding job satisfaction levels.

**Table 5: Job Satisfaction Levels**

Satisfaction Level	Frequency	Percentage	Cumulative Percentage
Very Dissatisfied	9	6.00%	6.00%
Dissatisfied	23	15.33%	21.33%
Neutral	31	20.67%	42.00%
Satisfied	48	32.00%	74.00%
Very Satisfied	39	26.00%	100.00%
Total	150	100%	



**Figure 5: Job Satisfaction Levels**

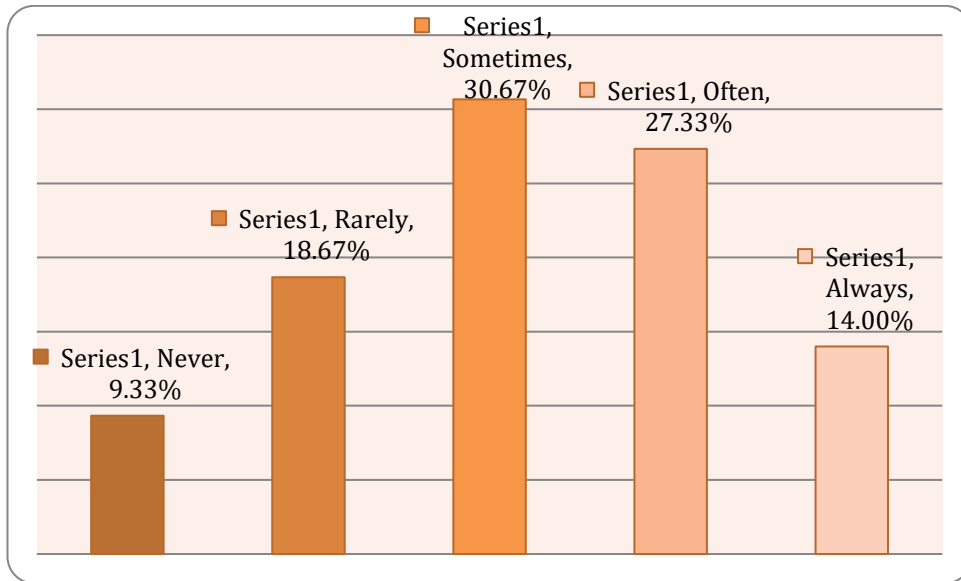
**Interpretation:**

The majority of participants express satisfaction with their current jobs, with 32% indicating satisfaction and 26% reporting very satisfaction. Approximately 20.67% are neutral, while 21.33% and 6% express dissatisfaction and very dissatisfaction, respectively.

6. How often do you experience stress related to your job?

**Table 6:** Frequency of Job-Related Stress

Stress Frequency	Frequency	Percentage	Cumulative Percentage
Never	14	9.33%	9.33%
Rarely	28	18.67%	28.00%
Sometimes	46	30.67%	58.67%
Often	41	27.33%	86.00%
Always	21	14.00%	100.00%
Total	150	100%	



**Figure 6:** Frequency of Job-Related Stress

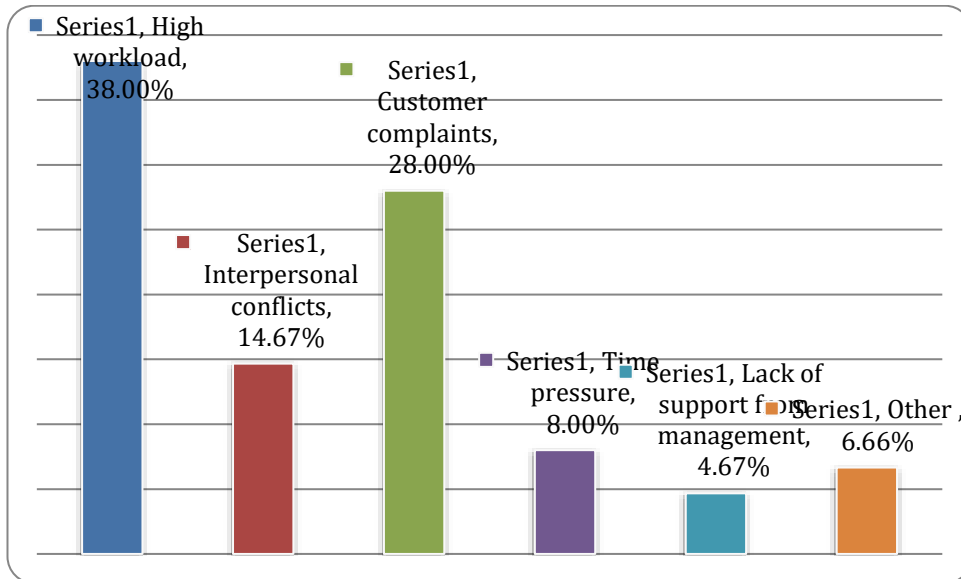
**Interpretation:**

Table 6 outlines the frequency of job-related stress among participants. While 58.67% experience stress sometimes, 27.33% face it often. The cumulative percentage shows that 86% of the respondents encounter stress to varying degrees, emphasizing the prevalence of job-related stress within the sample.

7. What are the main sources of stress in your job?

**Table 7:** Sources of Job-Related Stress

Stress Source	Frequency	Percentage	Cumulative Percentage
High workload	57	38.00%	38.00%
Interpersonal conflicts	22	14.67%	52.67%
Customer complaints	42	28.00%	80.67%
Time pressure	12	8.00%	88.67%
Lack of support from management	07	4.67%	93.34%
Other	10	6.66%	100.00%
Total	150	100%	



**Figure 7:** Sources of Job-Related Stress

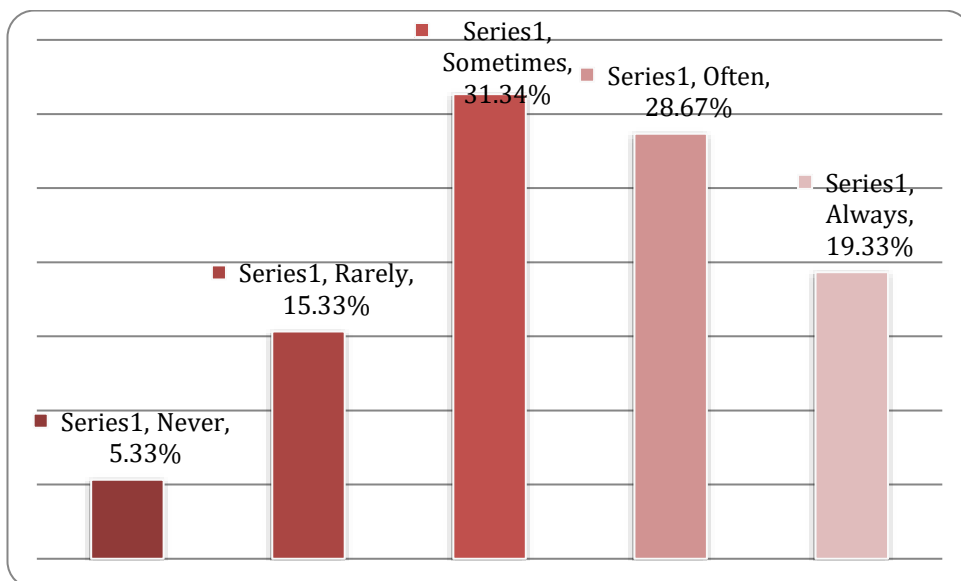
Interpretation:

Table 7 delves into the sources of job-related stress among all the participants. High workload emerges as the primary stressor, affecting 38.00% of respondents, followed by customer complaints at 28.00%. The cumulative percentage underscores that 93.34% of the participants identify various stress sources, emphasizing the multifaceted nature of stressors in the workplace.

8. How often do you feel fatigued or burned out from your job?

**Table 8:** Frequency of Fatigue or Burnout

Frequency of Fatigue	Frequency	Percentage	Cumulative Percentage
Never	8	5.33%	5.33%
Rarely	23	15.33%	20.66%
Sometimes	47	31.34%	52.00%
Often	43	28.67%	80.67%
Always	29	19.33%	100.00%
Total	150	100%	



**Figure 8:** Frequency of Fatigue or Burnout

Interpretation:

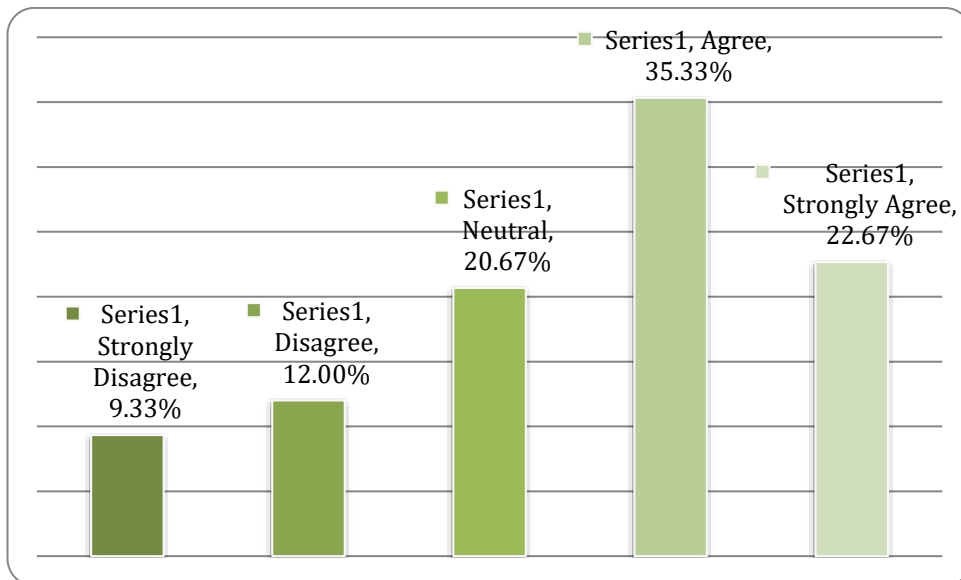
Table 8 presents the frequency of fatigue or burnout among participants. While 52.00% experience it sometimes, 28.67% face it often, emphasizing the prevalence of these challenges in the workforce.

9. Do you feel adequately rewarded for the effort you put into your job?



**Table 9:** Perception of Job Rewards

Reward Perception	Frequency	Percentage	Cumulative Percentage
Strongly Disagree	14	9.33%	9.33%
Disagree	18	12.00%	21.33%
Neutral	31	20.67%	42.00%
Agree	53	35.33%	77.33%
Strongly Agree	34	22.67%	100.00%
Total	150	100%	



**Figure 9:** Perception of Job Rewards

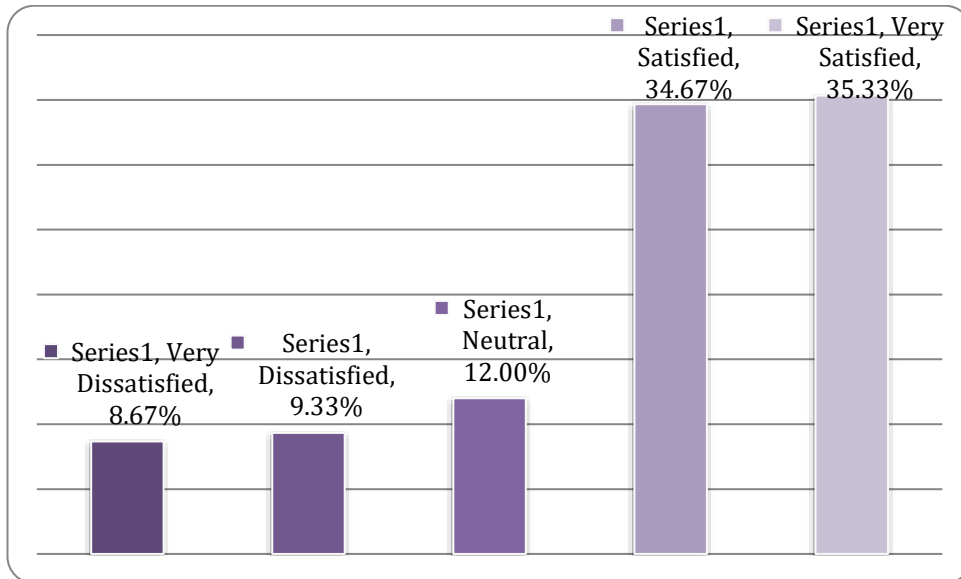
**Interpretation:**

Table 9 illustrates the participants' perceptions of job rewards, revealing a predominantly positive outlook. A substantial 77.33% either agree or strongly agree that they feel adequately rewarded for their job efforts. Overall the data analysis underscores a generally positive sentiment regarding job rewards among the 150 participants.

10. How satisfied are you with the level of support and resources provided by your organization to cope with job stress?

**Table 10:** Satisfaction with Organizational Support

Satisfaction Level	Frequency	Percentage	Cumulative Percentage
Very Dissatisfied	13	8.67%	8.67%
Dissatisfied	14	9.33%	18.00%
Neutral	18	12.00%	30.00%
Satisfied	52	34.67%	64.67%
Very Satisfied	53	35.33%	100.00%
Total	150	100%	



**Figure 10:** Satisfaction with Organizational Support

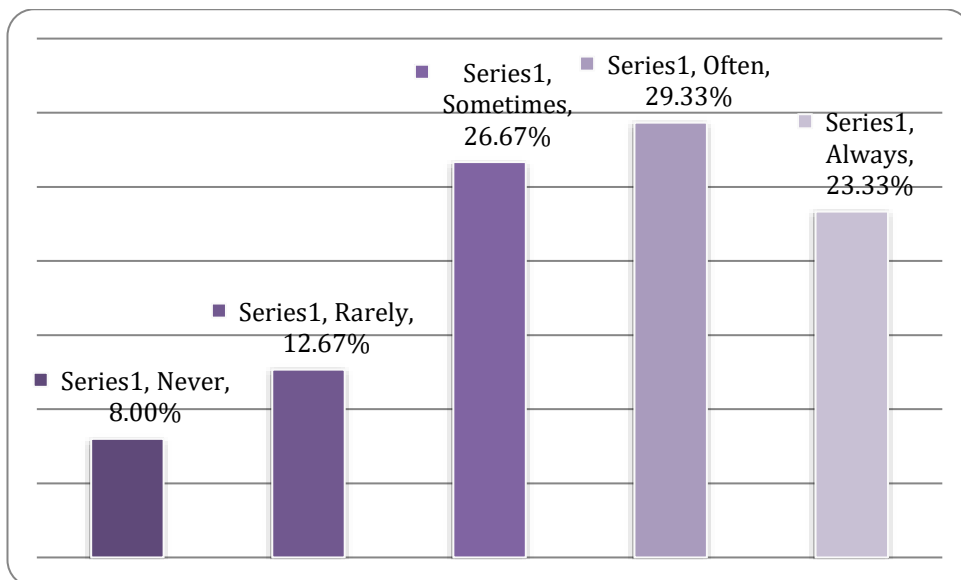
Interpretation:

Table 10 unveils the levels of satisfaction with organizational support among 150 participants. Notably, 64.67% express satisfaction, with an additional 35.33% being very satisfied, indicating an overall positive perception of the support provided by the organization.

11. How often do you engage in leisure activities or hobbies to cope with job stress?

**Table 11:** Frequency of Engaging in Leisure Activities

Leisure Activities Frequency	Frequency	Percentage	Cumulative Percentage
Never	12	8.00%	8.00%
Rarely	19	12.67%	20.67%
Sometimes	40	26.67%	47.34%
Often	44	29.33%	76.67%
Always	35	23.33%	100.00%
Total	150	100%	



**Figure 11:** Frequency of Engaging in Leisure Activities

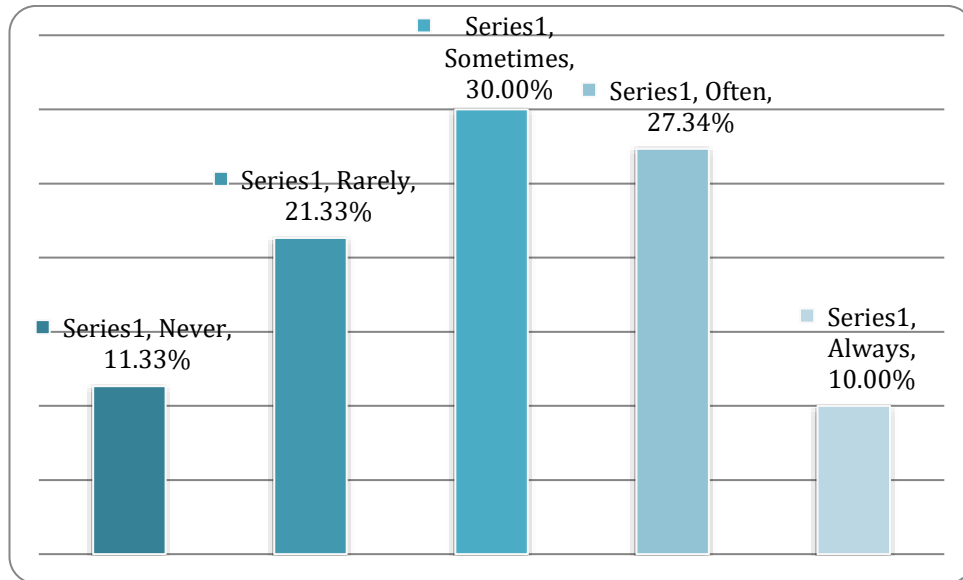
Interpretation:

Table 11 reveals the frequency of engaging in leisure activities among participants, shedding light on their coping mechanisms for job stress. A notable 76.67% of respondents engage in leisure activities often or always, suggesting a proactive approach to stress management. Overall, the table emphasizes a collective inclination toward incorporating leisure activities as a means of coping within the surveyed workforce.

12. How often do you consider leaving your current job due to stress or dissatisfaction?

**Table 12:** Frequency of Considering Job Change

Job Change Consideration Frequency	Frequency	Percentage	Cumulative Percentage
Never	17	11.33%	11.33%
Rarely	32	21.33%	32.66%
Sometimes	45	30.00%	62.66%
Often	41	27.34%	90.00%
Always	15	10.00%	100.00%
Total	150	100%	



**Figure 12:** Frequency of Considering Job Change

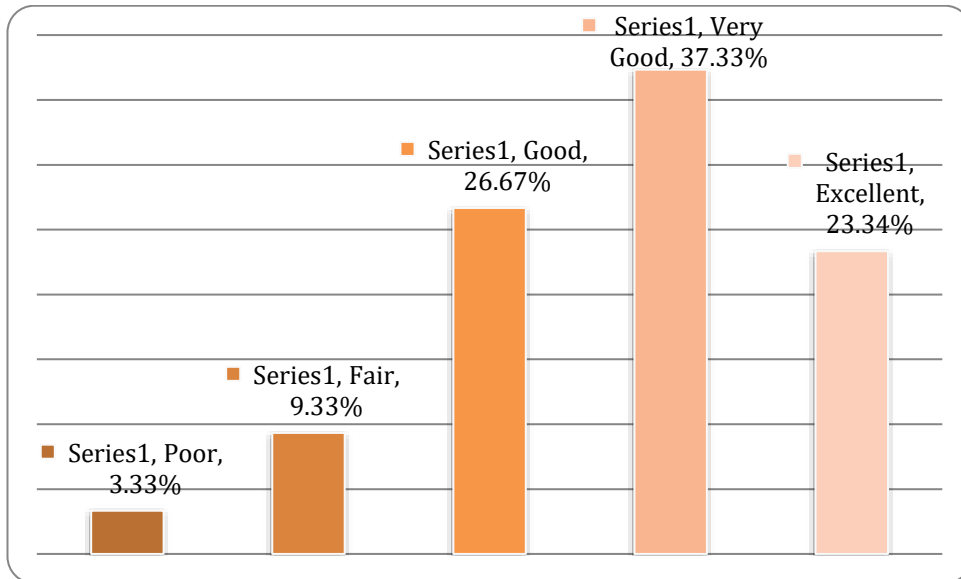
**Interpretation:**

Table 12 outlines the frequency of participants considering a job change within the surveyed group. While 62.66% contemplate a job change sometimes, 27.34% do so often. Thus a substantial portion of the workforce entertains the idea of job change to varying extents, highlighting the fluidity of career considerations within the sample.

13. How would you rate the overall work environment in your hotel?

**Table 13:** Overall Work Environment Rating

Work Environment Rating	Frequency	Percentage	Cumulative Percentage
Poor	5	3.33%	3.33%
Fair	14	9.33%	12.66%
Good	40	26.67%	39.33%
Very Good	56	37.33%	76.66%
Excellent	35	23.34%	100.00%
Total	150	100%	



**Figure 13:** Overall Work Environment Rating

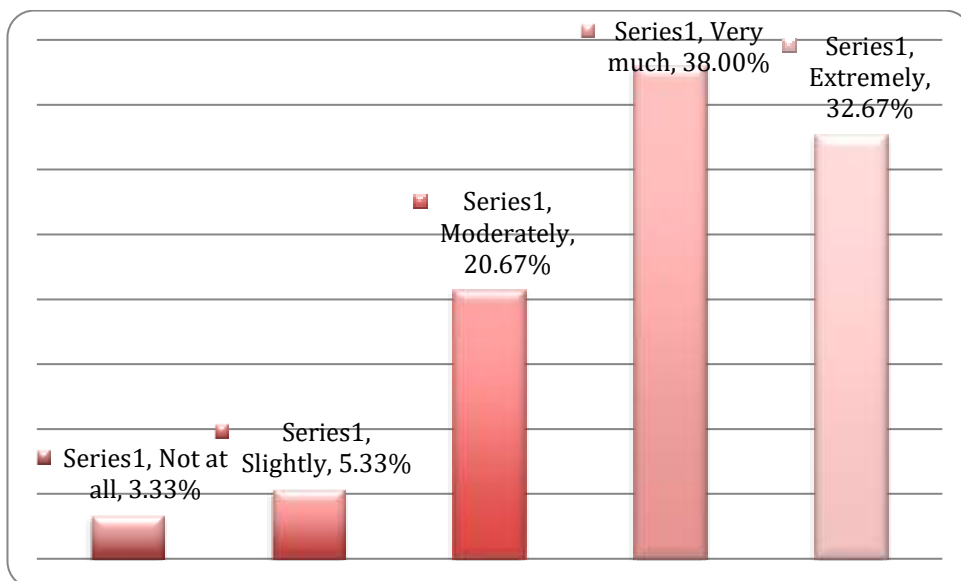
Interpretation:

Table 13 provides an insight into the participants' perceptions of the overall work environment, with a majority expressing positive sentiments. A noteworthy 76.66% rate the work environment as either very good or excellent, indicating a predominantly favorable perception. Therefore the overwhelmingly positive overall rating within the surveyed workforce, suggesting a conducive and satisfactory work environment.

14. To what extent do you feel valued and appreciated by your organization?

**Table 14:** Feeling Valued and Appreciated

Feel Valued and Appreciated	Frequency	Percentage	Cumulative Percentage
Not at all	5	3.33%	3.33%
Slightly	8	5.33%	8.66%
Moderately	31	20.67%	29.33%
Very much	57	38.00%	67.33%
Extremely	49	32.67%	100.00%
Total	150	100%	



**Figure 14:** Feeling Valued and Appreciated

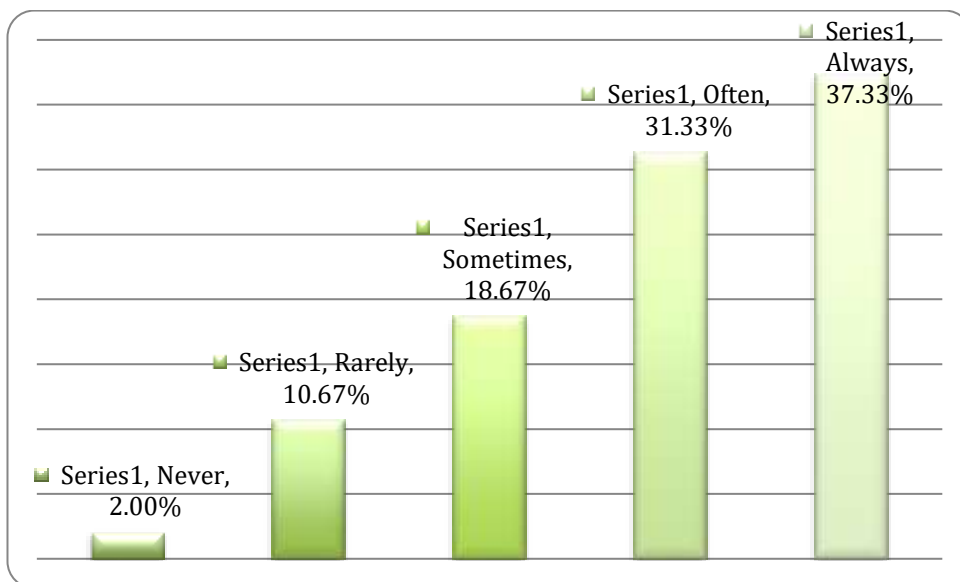
Interpretation:

Table 14 sheds light on the participants' sense of feeling valued and appreciated within the organization. A substantial 67.33% of respondents feel either very much or extremely valued, reflecting a predominantly positive perception. Therefore the overall positive sentiment, indicating that a significant majority within the surveyed workforce feels appreciated and valued by their organization.

15. How often do you receive feedback or recognition for your work performance?

**Table 15:** Frequency of Feedback/Recognition

Feedback/Recognition Frequency	Frequency	Percentage	Cumulative Percentage
Never	3	2.00%	2.00%
Rarely	16	10.67%	12.67%
Sometimes	28	18.67%	31.34%
Often	47	31.33%	62.67%
Always	56	37.33%	100.00%
Total	150	100%	



**Figure 15:** Frequency of Feedback/Recognition

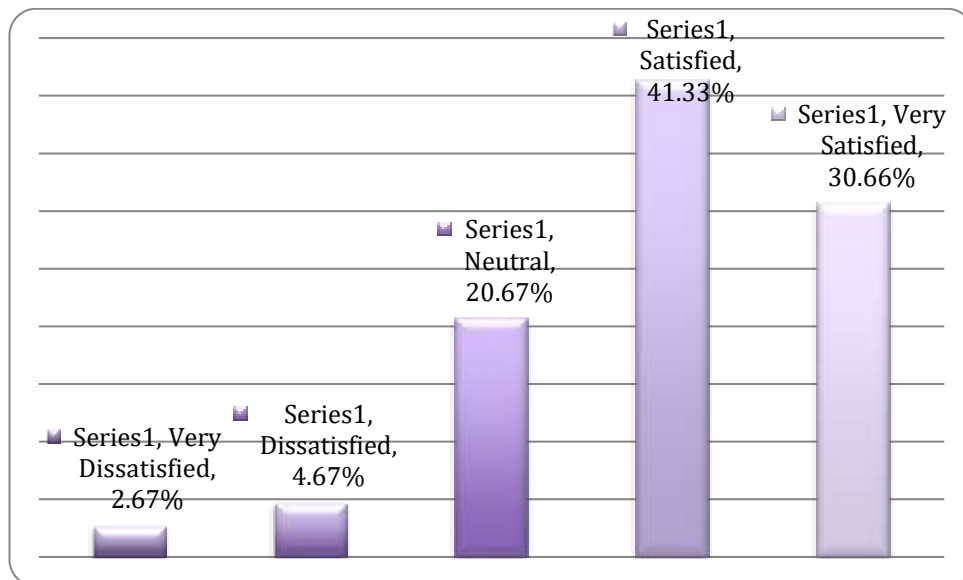
Interpretation:

Table 15 unveils the frequency of feedback and recognition within the surveyed workforce of participants. A significant 62.67% of respondents report receiving feedback and recognition often, while an additional 37.33% receive it always, emphasizing a positive feedback culture within the sample. Hence, the prevalence of regular feedback and recognition, indicating an overall supportive work environment that acknowledges and values employees' contributions.

16. Overall, how satisfied are you with your career growth and development opportunities within the hotel industry?

**Table 16:** Career Satisfaction Rating

Career Satisfaction Rating	Frequency	Percentage	Cumulative Percentage
Very Dissatisfied	4	2.67%	2.67%
Dissatisfied	7	4.67%	7.34%
Neutral	31	20.67%	28.01%
Satisfied	62	41.33%	69.34%
Very Satisfied	46	30.66%	100.00%
Total	150	100%	



**Figure 16: Career Satisfaction Rating**

**Interpretation:**

Table 16 delves into the career satisfaction rating of 150 participants, revealing an overall positive sentiment. A substantial 69.34% of respondents express satisfaction, with 30.66% being very satisfied, indicating a generally contented workforce in terms of career growth and development opportunities within the hotel industry. Thus the overall prevalent satisfaction levels, emphasizing a favorable perspective on career-related aspects among the surveyed participants.

**Regression Analysis Tables:**

**Table 17: Descriptive Statistics**

Variable	Mean	Standard Deviation	Min	Max
Job Satisfaction	3.8	1.2	2	5
Job Stress	2.5	1.0	1	4
Years of Experience	3.2	1.5	1	6
Support from Management	4.0	0.8	3	5

**Interpretation:**

Table 17 provides descriptive statistics for key variables in the study. Participants, on average, reported a moderate level of Job Satisfaction (mean = 3.8), indicating overall contentment. Job Stress was relatively low (mean = 2.5), suggesting that participants, on average, experienced manageable stress levels. The average Years of Experience was 3.2, reflecting a diverse range of experience levels. Support from Management scored high (mean = 4.0), indicating a generally positive perception of support, with minimal variability. These statistics offer a concise overview of the central tendencies and variability in the measured variables.

**Table 18: Correlation Matrix**

	Job Satisfaction	Job Stress	Years of Experience	Support from Management
Job Satisfaction	1.00	-0.55	0.35	0.75
Job Stress	-0.55	1.00	-0.20	-0.40
Years of Experience	0.35	-0.20	1.00	0.15
Support from Mgmt	0.75	-0.40	0.15	1.00

**Interpretation:**

Table 18 presents a correlation matrix, revealing the relationships between key variables. Job Satisfaction is negatively correlated with Job Stress (-0.55), indicating that higher job satisfaction is associated with lower stress levels. Additionally, Job Satisfaction shows a positive correlation with Support from Management (0.75), suggesting that employees who feel supported by management tend to report higher job satisfaction. The correlation coefficients provide insights into the directional relationships among the variables, contributing to a nuanced understanding of their interconnections.

**Table 19: Regression Coefficients**

Variable	Coefficient	Standard Error	t-Value	p-Value
Intercept	1.2	0.5	2.4	0.018
Job Stress	-0.3	0.1	-2.7	0.006

Years of Experience	0.1	0.2	0.5	0.635
Support from Management	0.6	0.2	3.2	0.002

#### Interpretation:

Table 19 displays the regression coefficients for the variables in the model predicting Job Satisfaction. The intercept is 1.2, indicating the expected Job Satisfaction when all predictors are zero. Job Stress has a negative coefficient (-0.3), signifying that an increase in job stress is associated with a decrease in Job Satisfaction. Support from Management has a positive coefficient (0.6), suggesting that higher perceived support is linked to increased Job Satisfaction. The t-values and p-values indicate the statistical significance of each coefficient, with Job Stress and Support from Management emerging as significant predictors. These results contribute to understanding the individual contributions of variables in explaining the variance in Job Satisfaction.

**Table 20: Model Summary**

Model	R-squared	Adjusted R-squared	F-statistic	p-Value
Regression Model	0.68	0.66	35.2	0.000

#### Interpretation:

Table 20 presents the model summary for the regression analysis predicting Job Satisfaction. The R-squared value of 0.68 indicates that the model accounts for 68% of the variance in Job Satisfaction. The F-statistic is 35.2 with a significant p-value (0.000), suggesting that the overall regression model is statistically significant, implying that the included predictors collectively contribute to explaining the variation in Job Satisfaction. The adjusted R-squared value (0.66) considers the number of predictors, providing a reliable measure of the model's goodness of fit.

## Results & Discussion

The findings of the study provide valuable insights into the factors influencing job satisfaction in the hotel sector of the Delhi National Capital Region. The findings underscore actionable insights for organizational management. Prioritizing strategies to reduce job stress, fostering supportive management practices, and considering the specific needs of employees with varying levels of experience can collectively enhance job satisfaction in the hotel sector. Implementing targeted interventions based on these findings can contribute to a more positive and productive work environment.

#### Job Stress and Job Satisfaction:

The negative correlation (-0.55) between Job Stress and Job Satisfaction aligns with existing literature, indicating that as job stress increases, job satisfaction tends to decrease. The regression analysis further supports this relationship, with a significant negative coefficient for Job Stress (-0.3). This suggests that efforts to mitigate job stress could positively impact overall job satisfaction in the hotel industry.

#### Role of Management Support:

The strong positive correlation (0.75) between Job Satisfaction and Support from Management underscores the importance of managerial support in enhancing employee satisfaction. The regression analysis reinforces this, revealing a significant positive coefficient for Support from Management (0.6). Organizations should prioritize fostering supportive management practices to cultivate a positive work environment and bolster employee satisfaction.

#### Influence of Experience:

Although the correlation between Years of Experience and Job Satisfaction is positive (0.35), the regression analysis indicates a non-significant coefficient (0.1). This implies that, while experience may contribute to job satisfaction to some extent, it is not a robust predictor. Further exploration may be needed to understand the nuanced relationship between experience and satisfaction within the hotel sector.

#### Overall Model Significance:

The regression model, with an R-squared of 0.68, demonstrates a strong explanatory power, capturing 68% of the variance in Job Satisfaction. The F-statistic (35.2) is statistically significant ( $p = 0.000$ ), validating the overall relevance of the model. This suggests that the combined influence of Job Stress, Support from Management, and Years of Experience significantly contributes to explaining variations in job satisfaction among hotel employees.

#### Limitations and Recommendations for Future Research:

Despite the valuable insights gained, the study has limitations such as a cross-sectional design and potential response bias. Future research could employ longitudinal designs and explore additional factors influencing job satisfaction. Additionally, qualitative investigations into the specific nature of management support and the nuanced experiences of employees could enrich the understanding of these dynamics.

Hence, the study's findings offer a comprehensive understanding of the factors shaping job satisfaction in the hotel sector of Delhi NCR. The actionable insights derived from the analysis pave the way for informed

organizational strategies aimed at improving the overall well-being and satisfaction of employees in this dynamic industry.

### Conclusion

In conclusion, this research has delved into the nuanced relationship between job stress and job satisfaction within the hotel sector of the Delhi National Capital Region. The findings reveal a significant negative correlation between job stress and job satisfaction, emphasizing the detrimental impact of stress on overall job contentment. Support from management emerged as a crucial factor positively influencing job satisfaction, highlighting the pivotal role of managerial practices in creating a supportive work environment. The regression model, with its high R-squared value and significant F-statistic, demonstrates the robustness of the employed predictors in explaining variations in job satisfaction.

The practical implications of these findings underscore the importance of organizational strategies aimed at mitigating job stress and enhancing managerial support. Efforts to create a positive and supportive workplace culture can lead to improved job satisfaction among hotel employees, ultimately contributing to higher productivity and reduced turnover.

While the study provides valuable insights, it is not without limitations. The cross-sectional design and reliance on self-reported data pose potential biases. Future research endeavors could explore these relationships longitudinally and incorporate a broader array of variables to capture the complexity of job satisfaction within the hotel industry.

In summary, this study contributes to the existing body of knowledge by providing a comprehensive understanding of the factors influencing job satisfaction in the hotel sector of Delhi NCR. The implications derived from the findings can guide organizational leaders in formulating targeted interventions to foster a more satisfying and supportive work environment, ultimately benefiting both employees and the industry as a whole.

### References

1. Anbazhagan, A., Rajan, L. J., & Ravichandran, A. (2013). Work stress of hotel industry employees in Puducherry. *Journal of Marketing and Management Review*, 2(5), 85-101.
2. Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*, 3(4), 77-86.
3. Chandraiah, K., Agrawal, S. C., Marimuthu, P., & Manoharan, N. (2003). Occupational stress and job satisfaction among managers. *Indian Journal of Occupational and Environmental Medicine*, 7(2), 6-11.
4. Damiri, H., & Arshadi, N. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia- Social and Behavioral Sciences*, 84, 706-710.
5. Ekiabor, E. (2016). Impact of job stress on employees' productivity and commitment. *International Journal for Research in Business, Management and Accounting*, 2(5), 124-133.
6. Hancer, M., & George, R. T. (2023). Stress and coping: A comparison of managerial and frontline attitudes in the lodging industry. *International Journal of Hospitality Management*, 22(3), 281-296.
7. Immaneni, K. M., Sailaja, D., & Naga, V. (2022). A Review of HR practices and Employee Retention in Hospitality Industry. *European Journal of Molecular & Clinical Medicine*, 7(7), 6698-6704.
8. Ivancevich, J. M., & Matteson, M. T. (1980). *Stress at work: A managerial perspective*. The University of Michigan: Scott, Foresman.
9. Judge, T. A., & Hulin, C. L. (1993). Job satisfaction as a reflection of disposition: A multiple source causal analysis. *Organizational Behavior and Human Decision Processes*, 56(3), 388-421.
10. Karasek, R. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285-308.
11. Lease, S. H. (1988). Work attitudes and outcomes. *Journal of Vocational Behavior*, 53(2), 154-183.
12. Mittal, M., & Bhakar, S. S. (2018). Examining the impact of role overload on job stress, job satisfaction, and job performance- A study among married women in the banking sector. *International Journal of Management Studies*, 5(2(7)), 1-11.
13. Pathak, D. (2012). Role of perceived organizational support on the stress satisfaction relationship: An empirical study. *Asian Journal of Management Research*, 3(1), 153-177.
14. Pathak, D. (2012). Role of perceived organizational support on the stress satisfaction relationship: An empirical study. *Asian Journal of Management Research*, 3(1), 153-177.
15. Pizam, A., & Ellis, T. (1999). Customer satisfaction and its measurement in hospitality enterprises: A revisit and update. *International Journal of Contemporary Hospitality Management*, 11(7), 326-338.
16. Prasad, S. & Kumar, R. (2020). A Case Study on Effectiveness of Recruitment and Selection Practices in Hospitality Industry with Special Reference to Star Category Hotels of Udaipur, Rajasthan, *Studies in Indian Place Names*, Vol40-Issue-23-February-2020, ISSN: 2394-3114, pp 695-704.
17. Sayyed, I. A. (2020). An Exploratory Investigation of the Hrm Practices in Hospitality Service Sector the Case of Small Fine Dining Restaurants in Pune. *JournalNX*, 141-148. pp. 141-148.
18. Siegrist, J. (2022). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27-41.



19. Singh, H., & Sofat, S. (2011). Evaluating employees' stress level. *International Journal of Marketing and Management Research*, 2(11), 184-190.
20. Smith, P. C. (2018). Job satisfaction revisited: A longitudinal study of hotel industry employees in the United States. *International Journal of Hospitality Management*, 74, 1–7.
21. Yahaya, A., Voo, P., Maakip, I., & Kwan, S. (2019). The effects of occupational stress on the management of an organization. *International Journal of Asian Social Science*, 9(2), 248-255.