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Job satisfaction research in the field of hospitality and tourism

Haiyan Kong, Xinyu Jiang, Wilco Chan, xiaoge Zhou,

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Job satisfaction research in the field of hospitality and tourism

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Abstract

Purpose: This study aims to conduct an overview of previous studies on job satisfaction, particularly its determinants and outcomes, and the research objectives, main themes, and years of publication of previous studies. This study also seeks to analyze research trends on job satisfaction in the field of hospitality and tourism.

Design/methodology/approach: The top hospitality and tourism journals were reviewed, and relevant papers were searched using the keyword “job satisfaction.” Content analysis was performed to identify the research objectives, main themes, influencing factors, outcomes, and journals.

Findings: A total of 143 refereed journal papers were collected, of which 128 papers explored the influencing factors of job satisfaction, and 53 papers aimed to investigate outcomes. The predictors of job satisfaction were further classified into four groups, namely, organizational, individual, social and family, and psychological factors.

Research limitation/implications: This study conducted a literature review on job satisfaction by using content analysis. A relatively comprehensive review of job satisfaction is provided. However, this preliminary study still has considerable room for improvement given the extensive studies on job satisfaction. Future studies may perform meta-analysis and attempt to find new values of job satisfaction.

Practical implications: Findings may shed light on practical management. From the individual perspective, education, interest, and skills were found to be related to job satisfaction. Thus, managers should provide their employees with opportunities to train and update their skills. From the organizational perspective, organizational support and culture contributed positively to job satisfaction. This perspective highlighted the importance of effective management activities and policies. From the social and family perspective, family–work supportive policies must be implemented to enhance job satisfaction. From the psychological perspective, psychological issues were found to be closely related to job satisfaction. Thus, the employees’ stress should be reduced to ensure that they perform their jobs well.

Social implications: This study analyzed the determinants and outcomes of job satisfaction, and highlighted the importance of enhancing job satisfaction from different perspectives. The interest of employees should be enhanced, their family–work conflict

should be reduced, and their psychological issues should be addressed to stimulate their enthusiasm. As job satisfaction contributes positively to organizational commitment and intention to stay, managers should conduct a series of organizational supportive activities to enhance job satisfaction, which will retain qualified employees.

Originality/value: This study conducted extensive research on job satisfaction and drew a systematic picture of job satisfaction on the basis of its determinants and outcomes, research objectives, main themes, and journals. All findings were comprehensive and combined to contribute to the literature and serve as a foundation for further study.

Keywords: job satisfaction, determinants and outcomes, individual factors, organizational factors, social and family factors, psychological factors, hospitality and tourism.

1. Introduction

The hospitality industry is part of the service industry, and most of its services are mainly provided by employees. When employees are satisfied with their jobs, they tend to provide high-quality service to customers. Satisfied employees tend to be more productive, positive, and creative than those who are not satisfied. However, the hospitality and tourism industry is suffering from a shortage of qualified employees (Kim, 2014; Kong et al., 2010). Furthermore, hospitality employees show a low level of job satisfaction but a high turnover intention (Catfield et al., 2013; Kim et al., 2016). Unsatisfied employees show deviant workplace behavior and exit planning, which in turn decrease service quality and job performance (Jang and George, 2012; O'Neill and Davis, 2011; Tuna et al., 2016).

Over the past decades, job satisfaction has become a hot research topic because it is positively related to service quality, extra-role customer service behaviors, cooperation, organizational commitment, intention to stay, and other positive organizational citizenship behaviors (Gu and Siu, 2009; Jung and Yoon, 2015). In the academic area, scholars have explored a diverse range of issues concerning job satisfaction and submitted their work to journals for publication. With the increasing number of publications in this area, reviewing the subjects that have been explored in the past to shed light for future research is necessary.

Therefore, this study aims to conduct research on job satisfaction. Research objectives include the following: (1) to conduct a comprehensive literature review of job satisfaction in the hospitality and tourism field, (2) to provide a systematic overview of its predictors and outcomes, (3) to analyze the outcomes of job satisfaction, and (4) to provide suggestions for future study and practical management in the tourism and hospitality area.

2. Literature review

2.1 Definition of job satisfaction

Job satisfaction has been defined in a variety of ways. Locke (1969) stated that job satisfaction refers to the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Robbins and

Coulter (1996) suggested that job satisfaction is the general attitude of employees toward their job. When people speak of the job attitude of employees, they are likely referring to their job satisfaction. According to Spector (1997), job satisfaction is a reflection of how people feel about their jobs and the different aspects of their jobs. Locke (1976) stated that job satisfaction refers to the pleasurable or positive emotional state of an individual, which results from the appraisal of one's job or job experience. Thus, job satisfaction indicates the general positive attitude of employees toward their job.

2.2 Measurement scales of job satisfaction

The measurement scales of job satisfaction have been discussed by several studies from different perspectives. Among several measuring methods, Minnesota satisfaction questionnaire (MSQ) and job descriptive index (JDI) are widely used. MSQ assesses the intrinsic satisfaction, extrinsic satisfaction, and general satisfaction of employees. Although MSQ may provide a comprehensive analysis of job satisfaction, the complex and long measurement scales (120 items) may cause participants to become impatient. The job descriptive index (JDI) was initially developed by Smith, Kendall, and Hulin (1969), and was then revised by Balzer et al., (1997). The revised instrument included six facets of a job: pay, promotion, coworkers, supervision, work itself, and the job in general. JDI is suitable for measuring all aspects of job satisfaction and has been widely used in many studies, such as in the studies of Cheung et al. (2014), Lam et al. (2001), and Kong et al. (2015).

2.3 Relevant studies in the hospitality and tourism industry

Most studies on job satisfaction explored its determinants and outcomes. In recent years, researchers tended to explore the mediating effect of job satisfaction. Job satisfaction is found to mediate the relationship between task characteristics and turnover intention (Ferreira et al., 2017) and the relationship between creativity and turnover intention (Tongchaiprasit and Ariyabuddhiphong, 2016). When hotel employees receive high-level internal branding, they become satisfied with their jobs, and in turn, they deliver high-quality brand-promised services to customers (Cheung et al., 2014). Internal branding is also an important factor and mediator of the relationship between behavioral integrity and error recovery performance (Guchait et al., 2016). In addition, supportive organizational politics and a good work environment contribute to job satisfaction, which in turn leads to life and career satisfaction (Yavas et al., 2013).

2.4 Content analysis of tourism and hospitality journals

Content analysis is a popular method of analyzing tourism and hospitality journals. In the tourism and hospitality settings, researchers have conducted reviews of various topics, revealing online research methods in tourism and hospitality journals (Hung and Law, 2011), exploring the contributions of economics to the hospitality literature (Mohammed et al., 2015), analyzing studies related to the hospitality and tourism industry in China (Kong and Cheung, 2009; Nelson et al., 2011; Tsang and Hsu, 2011), and identifying the ranking of journals (Gursoy and Sandstrom, 2016; Mckercher et al., 2006; McKercher, 2012). Despite these efforts and

the numerous related studies, the use of a systematic content analysis on job satisfaction has received insufficient attention.

This paper reports the results of an analysis of articles related to job satisfaction in top tourism and hospitality journals. In particular, the study aims to analyze the determinants and outcomes from different perspectives to provide a comprehensive summary of job satisfaction research in the hospitality and tourism area.

3. Research methodology

This study aims to explore job satisfaction topics in hospitality and tourism. Top journals were first identified based on previous studies of hospitality and tourism journal ranking discussed by Gursoy and Sandstrom (2016), Mckercher et al. (2006), and McKercher (2012). McKercher (2012) ranked hospitality and tourism journals on the basis of their citation indices and impact factors. Gursoy and Sandstrom (2016) assessed top journals by using the evaluation of researchers. Although different methods were used, consistencies were observed in the journal ranking. Thus, this study identifies the top 10 hospitality and tourism journals, which are currently recommended by Gursoy and Sandstrom (2016). These hospitality journals include *International Journal of Hospitality Management*, *Journal of Hospitality & Tourism Research*, *Cornell Hospitality Quarterly*, *International Journal of Contemporary Hospitality Management*, *Journal of Hospitality Marketing and Management*, *Journal of Hospitality & Tourism Education*, *Journal of Foodservice Business Research*, *International Journal of Hospitality and Tourism Administration*. The leading tourism journals such as *Annals of Tourism Research*, and *Tourism Management* were also selected.

This study first searched refereed papers in the identified journals one by one using the keyword “job satisfaction.” The topics and abstracts of the papers were screened. Given the numerous studies on job satisfaction, this study merely selected the papers with “job satisfaction” in the topic, abstracts, or keywords. The earliest relevant paper was published in 1984. A total of 143 refereed papers up to March 1, 2017 were found and analyzed.

With reference to the research topics and objectives, most papers focused on the determinants and outcomes of job satisfaction. Content analysis was performed to identify the major variables, influencing factors, and outcomes. The coding and selection procedures were as follows: 1) each journal identified with the keyword “job satisfaction” was searched; 2) the influencing factors (or outcomes) and main variables of each paper were listed; 3) the total number of papers published by all journals in the set was tabulated; and 4) the percentage of total papers published by each journal in the set was calculated;

4. Findings

As shown in Table 1, of the 143 refereed journal papers, most of them were published in two main hospitality journals, namely, *International Journal of Hospitality Management*, and *International Journal of Contemporary Hospitality Management*. The leading tourism journals such as *Tourism Management* also published a few papers of job satisfaction. However, there is no related study in recent years. Table 1 showed the number and percentage of papers published in the

identified top journals.

Most job satisfaction studies conducted extensive research with different research objectives and from different perspectives. For example, some researchers analyzed the organizational and individual factors that influence job satisfaction (Kara et al., 2012; Tepeci and Bartlett, 2002). Karatepe and Sokmen (2006) explored the influencing factors from the perspective of work and family life. Kong et al. (2015) discussed the determinants of job satisfaction from the career perspective.

According to Herzberg (1959), the influencing factors of job satisfaction include physical environmental, social, and individual factors. Physical environmental factor indicates working conditions and security. Social factor refers to employees' perception, belonging, and identity of their firms. Individual factor includes attitude, views on the significance of their work, and perceived leadership. Linda and Walied (1996) further elaborated the two-factor theory and stated that intrinsic rewards indicated feelings of challenge, recognition, and responsibility. Extrinsic rewards have two types: organizational (e.g., working conditions, pay, security) and social (e.g., friendship, dealing with others).

On the basis of the above suggestions, this study grouped the determinants of job satisfaction into four factors: individual, organizational, social and family, and psychological factors. Individual factors refer to personal characteristics and feelings, such as demographic, personal values, role clarity, and skills. Organizational factors indicate employees' perceptions of their firm and work, such as working conditions, pay, security, leadership, and coworkers. Social and family factors include elements related to social and family, such as social status, family support, and family conflict. Some factors are also related to individual psychological feelings, such as stress, emotional exhaustion, role conflict, burnout, hope, and optimism, and are classified under psychological factor.

4.1 Individual influencing factors

The individual determinants include skills (Ko, 2012; Pettijohn et al., 2004), demographic factors (Kokko and Guerrier, 1994; Lam et al., 2001; Mok and Finley, 1986), life interest (Yamaguchi and Garey, 1993), individual dimension of work engagement (Lu et al., 2016), and individual values (Tepeci and Bartlett, 2002). Employees with role clarity and skill variety are likely to achieve job satisfaction (Li and Tse, 1998). Cultural adjustment and acculturation are also important factors that influence job satisfaction (Au et al., 1998; Li, 1996).

In recent years, researchers tend to analyze the relationship between individuals' abilities and job satisfaction. Professional competence, self-efficacy and effort, personal fulfillment, creativity, and emotional intelligence are all positively related to job satisfaction (Bufquin, et al., 2016; Tongchaiprasit and Ariyabuddhiphong, 2016). When the employees fit into the organization, they can use their abilities achieve a high level of job satisfaction (Kara et al., 2012; Song and Chathoth, 2011). However, bad habits or substance abuse, such as heavy smoking, binge drinking, and work alienation, may have negative influences on job satisfaction (Belhassen and Shani, 2013).

Job satisfaction has been found to mediate the relationship between

person–organization fit and turnover intention (Choi et al., 2017). Aside from having a direct influence, job satisfaction is also a mediator between professional competencies and career development confidence (Ko, 2012). Table 1 presents the refereed journal papers that explored the individual factors influencing job satisfaction.

[Insert Table 2 here.]

4.2 Organizational influencing factors

A total of 74 studies analyzed the organizational factors that influence job satisfaction. These works make up the majority of collected papers, which indicate that organizational factors are hot topics in job satisfaction studies. Among the organizational factors, training, salary, and work environment are frequently mentioned in the studies (Back et al., 2010; Ineson et al., 2013; Martin et al., 2006). Other factors include management style, such as hands-on, supervision, recognition, and feedback (Ineson et al., 2013; Ozturk et al., 2014). Job characteristics, job demand variability, and job pride are also important factors that influence job satisfaction (Arnett et al., 2002; Chiang et al., 2014).

Work atmosphere and organizational conditions, perceived diversity climate, and organizational culture contribute positively to job satisfaction (Chen et al., 2010; Kara et al., 2012; Madera et al., 2013). A harmonious and supportive working team characterized by team spirit and involvement (Lam and Ching, 2007), coworkers' warmth and competencies (Bufquin et al., 2016; Gjerald and Øgaard, 2010), and leadership behavior may help enhance the job satisfaction of employees. Perceived organizational justice and trust are also important determinants of job satisfaction (Chen et al., 2010; Lee et al., 2013). By contrast, excessive job demands and unethical management behaviors may affect the work attitude of employees, provide negative motivation, and reduce job satisfaction (Chiang et al., 2014; Wong and Li, 2015).

Job satisfaction improves when employees are aware of effective organizational management activities. For example, a positive relationship is observed between empowerment and job satisfaction (Fock et al., 2011; Lee et al., 2016; Pelit et al., 2011). When employees are motivated to participate in the decision-making process and are involved in job and work engagements, they feel proud of their jobs and achieve job satisfaction (Lee et al., 2017; Yeh, 2013; Zopiatis et al., 2014). Internal market orientation may also help enhance performance and satisfaction (Ruizalba et al., 2014).

Two new research trends have emerged in recent years. As most young employees are career oriented, a recent research trend is associated with exploring the relationship between career issues and job satisfaction. Both career development and career competencies emerged as positive contributors to job satisfaction (Kong et al., 2015; McPhail et al., 2015). Career development and perceived psychological support are found to contribute positively to job satisfaction (Kim et al., 2015). As shown in Table 3, another new research trend is associated with organizational image and corporate social responsibility. When employees perceive corporate social responsibility, they tend to be committed to their organizations and achieve high job

satisfaction (Lee et al., 2013; Song et al., 2015).

[Insert Table 3 here.]

4.3 Social and family influencing factors

In terms of social factors, social atmosphere and respect, guest affect, and even food and living quarters may influence the job satisfaction of employees working in the hospitality industry (Gjerald and Øgaard, 2010; Larsen et al., 2012). For example, customer incivility causes low job satisfaction and high job stress (Kim et al., 2014).

With regard to family factors, most studies analyzed the relationship between family–work conflict, work–life balance, and job satisfaction. A high quality of work–life balance was found to be a positive predictor of job satisfaction (Lee et al., 2015), whereas family–work conflict was a negative predictor of job satisfaction (Choi and Kim, 2012; Zhao et al., 2011; Zhao and Namasivayam, 2012). As shown in Table 4, most studies on family factors were related to family–work conflict.

[Insert Table 4 here.]

4.4 Psychological influencing factors

In terms of psychological factors that determine job satisfaction, emotion was the hot topic discussed by previous studies. Emotive dissonance, emotive effort, emotional intelligence, surface acting, and deep acting were also related to job satisfaction. Emotional intelligence is a positive predictor of job satisfaction (Lee and Ok, 2012), whereas emotional exhaustion and emotive dissonance are negative predictors of job satisfaction (Gursoya et al., 2011).

Stress and exhaustion are also important factors that influence job satisfaction. Role stress, work stress, challenge-related stress, and hindrance-related stress are all negatively related to job satisfaction (Hon & Chan, 2013; O’Neill and Davis, 2011). Exhaustion, burnout, and interpersonal tensions lead to low job satisfaction (Chan et al., 2015; Yang, 2010).

Moreover, findings show positive psychological factors of job satisfaction. Emotive effort, deep acting, work autonomy, emotional intelligence, positive psychological capital, such as hope and optimism, lead to high job satisfaction (Chu et al., 2012; Jung and Yoon, 2015; Karatepe and Karadas, 2015; Lam and Chen, 2012). In addition, the psychological diversity climate provided by managers also affected job satisfaction (Madera et al., 2016). Table 5 summarizes all psychological factors related to job satisfaction.

[Insert Table 5 here.]

4.5 Outcomes

In terms of the outcomes of job satisfaction, turnover intention and organizational commitment are two themes that have been most extensively explored. Most previous studies focused on the link between job satisfaction and turnover intention. Employees that cannot achieve job satisfaction will likely quit their job (Jang and George, 2012; Li and Tse, 1998; Mok and Finley, 1986; Sangaran and Jeetesh, 2015). High levels of job satisfaction lead to organizational commitment, loyalty, and intention to stay (Deery and Jago, 2015; Gunlu et al., 2010; Yang, 2010).

Job satisfaction leads to both individual and organizational outcomes. From the individual perspective, job satisfaction contributes positively to the “Big Five” personality traits, locus of control, and self-esteem (Back et al., 2010; Silva, 2006). From the organizational perspective, job satisfaction positively predicts organizational citizenship behavior (Nadiri and Tanova, 2010), job performance, job outcomes, service quality, and extra-role customer service behaviors and cooperation (Choi and Kim, 2012; Gu and Siu, 2009). In addition, when employees are satisfied with their jobs, they tend to be more satisfied with their life and gain career development confidence (Ko, 2012; Zhao et al., 2011). Table 5 presents the outcomes of job satisfaction.

Table 6 Outcomes of job satisfaction

4.6 Others

As shown in Table 7, nine papers were unrelated to the determinants and outcomes of job satisfaction. One paper presented a study that examined the measurement items of job satisfaction (Khalilzadeh et al., 2013). Three papers discussed the difference between job satisfaction of different people, such as full-time and part-time employees (Tas et al., 1989), and first employment sector and current employment sector (Kang and Gould, 2002). The job satisfaction of hotel workers in different countries also varied (Fisher et al., 2010).

The job satisfaction of hotel employees has been well explored by many researchers. Apart from one paper that showed high job satisfaction in the tourism industry, most studies showed that the job satisfaction of employees working in the hospitality industry was lower than that of employees in other industries (Catfield et al., 2013; Reichel and Pizam, 1984).

[Insert Table 7 here.]

5. Discussion and Conclusions

5.1 Conclusion

This study drew a systematic picture of job satisfaction based on its determinants and outcomes, research objectives, main themes, and journals. The factors that influence job satisfaction are analyzed from four perspectives, namely, individual, organizational, social and family, and psychological. All the findings may provide useful guidance for hotel management.

5.2 Theoretical implications

The findings may provide academic implications from three perspectives.

From the research objectives, this work summarized the previous studies that may shed light for future studies. A total of 130 papers investigated the determinants of job satisfaction: 23 papers adopted the individual perspective, 74 used the organizational perspective, 11 used the social and family perspective, and 22 were conducted from the psychological perspective. Results indicate that most studies analyzed job satisfaction from the organizational perspective. Future research may search for new research areas and research perspectives, such as the moderating effect of job satisfaction, to further explore job satisfaction.

The outcome perspective may encourage researchers to focus on job satisfaction. This study summarized the outcomes of job satisfaction and found that organizational commitment, intention to stay, and intention to leave are the three main outcomes of job satisfaction. Researchers should explore the outcomes of job satisfaction from various aspects, such as job involvement, job performance, career success, and other social or family outcomes, apart from the factors relating to job attitudes.

From the research methodology perspective, this study may provide researchers with trends in research methods for future study. Quantitative methods, such as structural equation modeling, path analysis, and factor analysis, were commonly used in the previous studies. In recent years, some studies tended to examine the mediating effect of job satisfaction (Ferreira et al., 2017). Testing the moderator effect of job satisfaction and exploring it using different methods is also necessary.

5.3 Practical implications

The findings revealed that the organization plays an important role in determining job satisfaction. Many organizational management activities were proven contributors to job satisfaction, such as working atmosphere, training opportunities, organizational justice and trust, empowerment, and internal marketing orientation. In recent years, career support and psychological emotional stability have been found to be positively related to job satisfaction (Kong et al., 2015; Lee et al., 2016; Lu and Gursoy, 2016; Madera et al., 2016). All these findings are comprehensive, and they are combined to provide useful guidance for practical hotel management.

This study found that personal interest, education, competencies, skill variety, participation in decision making, and the ability to meet career expectations are related to job satisfaction. Thus, managers should create a vibrant company culture and conduct effective supportive activities to enhance the job satisfaction of employees.

From the social and family perspective, managers must consider relevant family-friendly policies, given that the present workforce is mainly composed of Generation Y employees, who are concerned about quality of life, family responsibilities, and work–life balance issues (Kong, 2013). Family role, work–family conflict, quality of work life, and social aspects are all related to job satisfaction (Larsen et al., 2012; Lee et al., 2015). A happy and harmonious family atmosphere may increase job satisfaction, whereas family–work conflict may decrease job satisfaction (Choi and Kim, 2012; Zhao et al., 2011). Flexible working hours and family–work supportive supervision are popular ways to reduce family–work conflict (Kong, 2013); thus, hotel managers must implement a series of work–family friendly policies to ensure the work–life balance of employees.

Recently, psychological factors have been found to be increasingly important for job satisfaction. Findings indicate that role stress, burnout, emotional exhaustion, and psychological diversity climate are negatively related to job satisfaction (Jung and Yoon, 2015; Lee et al., 2016; Madera et al., 2016). A positive psychological factor, such as trust, may increase job satisfaction, whereas negative psychological factors decrease job satisfaction. Thus, psychological issues have become a challenging topic for hotel managers. Managers must care about the needs of employees, release their

stress, and increase their trust. For example, a work–family supportive supervisor may help employees balance their life and work (Kong, 2013), and warm and capable coworkers may help enhance understanding among one another (Brambilla et al., 2013). A psychological consultant and career mentor will likely provide useful guidance to release stress and draw a clear picture for future development (Kong et al., 2010). Furthermore, creating a pro-diversity climate and harmonious environment may help reduce stress (Madera *et al.*, 2013). Individuals with high positive psychological capital show relatively less stress at work. When employees perceive that they are trusted and empowered, they tend to demonstrate their creativity and professional competence, which may also help enhance their confidence and reduce stress (Kong et al., 2016; Madera et al., 2016).

5.4 Limitation and future research

This study conducted a literature review on job satisfaction by using content analysis. Despite its relatively comprehensive review of job satisfaction, considerable room for improvement still exists given the extensive studies on this topic. Future studies may identify the authorship and institutional contribution, and rank the published numbers in job satisfaction research. Analyzing the research methods used in job satisfaction-related studies is also necessary. Furthermore, future research may perform meta-analysis and attempt to find new values of job satisfaction.

Apart from job satisfaction, new and relevant job attitudes exist, such as job involvement, job engagement, and job performance. Future study may consider analyzing these items.

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Table 1. No. of Papers from Each of the Top Journals

	Journals	No. of papers	Percentage
1	International Journal of Hospitality Management	48	33.57%
2	International Journal of Contemporary Hospitality Management	42	29.37%
3	Tourism Management	16	11.19%
4	International Journal of Hospitality and Tourism Administration.	10	6.99%
5	Cornell Hospitality Quarterly,	9	6.29%
6	Journal of Hospitality Marketing and Management	5	3.50%
6	Journal of Food service Business Research	5	3.50%
6	Journal of Hospitality & Tourism Research,	5	3.50%
9	Annals of Tourism Research	2	1.39%
10	Journal of Hospitality & Tourism Education	1	0.70%
	Total	143	

Table 2 Individual Factors of Job Satisfaction

Influencing factors	Main variables	Frequency	Percentage
Skills	Skill variety, creativity, professional competence, ability, vigor	8	26.8%
Demographics	Demographics, over-education, age, income level, and education	6	20.0%
Person-organization fit	Person-organization fit, person-job fit, person-supervisor fit, person-group fit	3	10.0%
Role clarity	Role clarity, dedication and absorption	3	10.0%
Cultural adjustment	Cultural adjustment, acculturation	2	6.7%
Value/Interest	Individual values, central life interest	2	6.7%
Underemployment	Underemployment	1	3.3%
Attitude	Attitude towards GM and executive committee	1	3.3%
Self-efficacy	Self-efficacy and effort	1	3.3%
Personal fulfillment	Personal fulfillment	1	3.3%
Work alienation	Work alienation	1	3.3%
Behavioral integrity	Behavioral integrity	1	3.3%

Table 3 Organizational Factors of Job Satisfaction

Influencing factors	Main variables	Frequency	Percentage
Training	Training, orientation, opportunity to learn	16	14.6%
Salary	Rewards, wage, compensation and fairness, benefits	12	10.9%
Work environment	Working conditions, workplace benefits and atmosphere, experienced workplace fun	11	10.0%
Management style	Coordinative, hands-on, supervision, recognition, feedback	10	9.1%
Job itself	Job pride, job characteristics, job demand variability, work status	8	7.3%
Career	Career development, organizational career support, career expectation, career advance, appraise	7	6.4%
Organizational culture	Distributive justice, interactional justice, procedural justice, perceived diversity climate, organizational trust	7	6.4%
Promotion	Promotion, development	6	5.5%
Co-workers	Supervisor relations, colleagues and superiors support, team spirit and involvement, coworker competence, warmth, interpersonal relationship	6	5.5%
Empowerment	Empowerment, psychological and behavioral empowerment	6	5.5%
Leadership	Ethical leadership, leader skills, work-family supportive supervisors, leader-member exchange	4	3.6%
Organizational image	Image, external prestige, corporate social responsibility	4	3.6%
Internal marketing	Internal marketing strategies, internal branding	4	3.6%
Communication	Communication, interaction	3	2.7%
Organizational	Organizational politics; organizational socialization tactics;	3	2.7%

politics	leisure benefit system		
Organizational support	Perceived organizational support	2	1.7%
Organizational modes	Organizational modes	1	0.9%

Table 4 Social and Family Factors of Job Satisfaction

Influencing factors	Main variables	Frequency	Percentage
Work-family conflict	Work-family conflict, family-work conflict, work interfering with family, family interfering with work	8	53.2%
Work-family balance	Work-life balance, quality of work life	2	13.3%
Guest affect	Guest affect	1	6.7%
Customer incivility	Customer incivility	1	6.7%
Experiencing respect	Experiencing respect,	1	6.7%
Social atmosphere	Social atmosphere	1	6.7%
Food and living quarters	Food and living quarters	1	6.7%

Table 5 Psychological Factors of Job Satisfaction

Influencing factors	Main variables	Frequency	Percentage
Emotion	Emotional labor, surface acting , deep acting, emotive dissonance, emotive effort, emotional intelligence,	9	25.0%
Stress	Role stressors, role stress, work stress, challenge related stress, hindrance related stress (negative)	5	13.8%
Exhaustion	Exhaustion, burnout, emotional dissonance and exhaustion	5	13.8%
Trust	Trust, affect-based trust, cognition-based trust	3	8.2%
Personal feeling	Personal feeling, self-esteem	2	5.6%
Psychological capital	Positive psychological capital (hope, optimism, resilience, self-efficacy)	2	5.6%
Conflict	Role conflict, team task conflict	2	5.6%
Autonomy	Work autonomy; job autonomy	2	5.6%
Control	Internal locus of control	1	2.8%
Tension	Interpersonal tensions	1	2.8%
Polychronicity	Polychronicity	1	2.8%
Ethical context	Ethical context	1	2.8%
Cynicism	Cynicism	1	2.8%
Psychological diversity climate	Psychological diversity climate	1	2.8%

Table 6 Outcomes of Job Satisfaction

Outcomes	Main variables	Frequency	Percentage
Turnover	Turnover, turnover intention, intent to quit, intention to leave, exit planning	18	30%
Organizational commitment	Normative commitment , affective commitment ,organizational commitment	15	25%
Job performance	Job performance, job outcomes, task performance, brand performance, error recovery performance	6	10%
Organizational citizenship behavior	Organizational citizenship behavior, work behavior, internal marketing behavior	5	8.3%
Service behaviors/quality	Extra-role customer service behaviors, service quality, customer evaluation of service, customer orientation	5	8.3%
Retention	Retention	3	5.0%
Life satisfaction	Life satisfaction	3	5.0%
Career satisfaction/development	Career satisfaction, career development confidence	2	3.3%
Personality traits	The big five, self-esteem, locus of control	2	3.3%
Burnout	Burnout (negative)	1	1.7%

Table 7 Others of Job Satisfaction

	Year	Author(s)	Major variables	Main results
1	1984	Reichel & Pizam †	comparative study, work attributes, demographics, lifestyles	job satisfaction of employees in the hospitality industry was lower than that in other industries.
2	1989	Tas, Spalding, & Getty	difference between job satisfaction determinants	determinants of job satisfaction different between full-time and part-time employees
3	1995	Choy	job satisfaction	high job satisfaction in the tourism industry
4	2002	Kang & Gould	difference between job satisfaction determinants	job satisfaction of hospitality graduates' is different in the first and current employment sectors.
5	2010	Fisher et al.	commitment, job satisfaction, organizational citizenship behavior	job satisfaction and OCB between hotel workers in Mexico and China were significantly different.
6	2010	Wilkinson	leadership role, job satisfaction	quick-service managers have the highest level of job satisfaction but utilize a less balanced and complete leadership role profile than other managers.
7	2013	Khalilzadeh et al.,	job satisfaction score estimation	testing the measurement score of job satisfaction
8	2016	Kim, Knutson, & Choi	Voice, delight, satisfaction, turnover intention, comparison	Gen Y employees showed lower values of satisfaction and loyalty , but higher turnover intent.