

Key drivers of employee satisfaction and turnover intention: What role does perceived career opportunity play in Indian star-category hotels?

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Abstract

The present study aims to investigate the relationship between satisfaction and turnover motives of employees of star-category hotels in India. Moreover, it highlights the role of perceived career opportunity as a moderator in the relationship between employee satisfaction and their turnover intention. 324 responses were gathered through a structured questionnaire and the collected data were then analysed via partial least squares structural equation modelling on Smart PLS. The results of the study reveal that employee satisfaction is influenced by the work environment, HR policy and organisational culture. A significant and positive association has also been found between satisfaction and turnover intention of hotel employees. In addition, the findings reveal that perceived career opportunity moderates the effect of employee satisfaction on their turnover motives. Top/middle managers in the hotel industry are then invited to scrutinise their work environment, HR policy, and organisational policy thoroughly and at regular intervals to ensure the satisfaction of their workforce.

Keywords

employee satisfaction, perceived career opportunity, employee turnover, star-category hotels, India

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Introduction

The Indian hotel industry has a potential prospect in the growth of the service industry. From this perspective, Liu and Wall (2006) stated that the hotel and hospitality industry plays an important role in Indian economic development, but argued that there is a signif-

icant deficit of human capital in the form of skilled and efficient workers. Indeed, human capital can be viewed as a priceless asset of an organisation because it represents the total sum of inherent abilities, acquired knowledge, skills, expertise, talent and aptitude of

the employees. Ansari et al. (2021) argued that a firm needs to adopt human resource management (HRM) practices for the best use of its human capital, which relies on four basic requirements related to valuable thoughts, exceptionally talented employees, as well as unmatched and well-organised human resources. The service profit chain explains the growth of a service organisation through customer loyalty derived from their satisfaction, which is in turn influenced by the value of services provided by productive and efficient employees (Heskett et al., 1994). The hospitality industry also focuses on providing guests with pleasant experiences based on good and consistent quality of service. The housekeeping department is one of the major service providers in a hotel that aims to keep hotel premises clean, maintaining a satisfactory ambience in the rooms for customers/guests. It is commonly believed that no level of service is equal to or more effective than providing spotless, clean and tidy surroundings with conveniently arranged rooms. Thus, the housekeeping department personnel play a key role in attracting customers by providing them with a hygienic and pleasant hotel environment. However, the managers of the housekeeping department should ensure a complex balance by ensuring the maximum commitment of employees at the workplace while keeping them highly satisfied and motivated. In fact, there is always a linkage between employee satisfaction and the level of productive outputs.

Moreover, engaged employees have the tendency to show a high level of emotional attachment to their organisation, enabling them to contribute to organisational success and development (Šimanskienė and Župerkienė, 2014). From the same perspective, Robbins (2001) suggested that when an employee feels happy with the work assigned to him/her, his/her performance increases and he/she performs tasks in a better way. Nair et al. (2019) also stressed that organisations should place emphasis on employee

satisfaction to enhance their productivity, and motivate them towards cohesive teamwork. In fact, it is commonly known that motivation is an internal force that enables the worker to accomplish a particular task successfully (Hanaysha and Hussain, 2018). Besides, according to Banerjee (2021), employee engagement leads them to pursue tasks with a committed attitude and improve their level of satisfaction, as well as reducing attrition rates amongst their peers (Banerjee, 2021).

On the other hand, managing the working capital via employee retention and sustainability is essential for the sustainable growth and development of an organisation (Tweiqat and Adaileh, 2020; Yasmin and Mohiuddin, 2021). In the same orientation, Taplin et al. (2003) critically explained that whenever inadequate retention strategies are adopted in an organisation, employees steadily start to leave the organisation after a certain time. However, numerous factors may influence such decisions, perhaps revolving around interpersonal disputes or the pursuit of better work conditions offered by the next potential employer.

In addition, trust bonds formed between employees give rise to cooperative behaviour in the work environment, promote exchange and collaboration between them, decrease conflicts and transaction costs, facilitate intra- and/or inter-departmental cooperation, and generate effective crisis management strategies (Rousseau et al., 1998). On the contrary, low levels of interpersonal trust may lead to distressing and critical situations, as internal collaborators may face difficulties in managing the important aspects of their own responsibilities (Ludwikowska, 2021). For this reason, Kristiana et al. (2021) advanced the premise that employee retention should depend on several determinants such as compensation, recognition for outstanding performance, provision of autonomy, periodic performance appraisal, friendly relations with colleagues, and work-life balance. Indeed, reward and recognition schemes, satisfaction

of employees' career goals, lines of command, employee-employer relationships, etc., are the most influential factors in the loyalty of an employee to his/her existing units.

From another perspective, employee satisfaction has been considered a serious issue from a managerial perspective for the last two decades (Greasley et al., 2005). It has also been observed that customer satisfaction is strongly associated with employee satisfaction (Chen et al., 2006). Employee satisfaction refers to the way by which employees feel delighted, comfortable and satisfied in terms of their needs at the workplace. For this purpose, employers should seek to increase the levels of motivation of their personnel and help them to achieve the predetermined organisational goals, which may in turn improve ethics and morality at the workplace. More specifically, Paul (2013) stated that in service organisations, satisfied employees are always more inclined to deliver the best levels of performance for their organisation. According to Gajewska and Piskrzyńska (2017), job satisfaction is a delightful emotional state of mind arising from a sound appreciation and recognition of an employee's performance and/or overall experience. It can be a combination of positive and negative feelings that employees experience towards their performance. In the same vein, Ngo and Loi (2008) demonstrated that job satisfaction has an immense impact on employee performance as it ensures proper work values and high levels of motivation. It also contributes to reducing rates of absenteeism and turnover, and thus employee attrition, by ensuring that personnel remain with the organisation for longer. Thus, satisfied employees are expected to be more likely to positively share their feelings and work experience within their internal and external environment. The emotional contagion effect may also enable them to raise the levels of satisfaction and happiness of other employees around them (Jeon and Choi, 2012).

The present study aims to identify the main factors that have an important influ-

ence on the job satisfaction of employees, with a special emphasis on the housekeeping departments of star-category hotels in India.

1. Theoretical framework and hypotheses development

1.1. Work environment

Innovation in the work environment is a combination of individual and combined practices that results in new and improved ways of doing things in a workplace (Wipulanusat et al., 2020). An attractive workplace, created by means of a good environment, pleasant working conditions, and future career prospects, leads to employees' happiness in their jobs and increases their levels of job satisfaction (Totterdill and Exton, 2014). Furthermore, Tarasco and Damato (2006) argued that employee satisfaction is mostly dependent on a suitable work environment, which mainly comprises supportive and prosperous work situations, well-managed career growth, challenging and exciting work offers, teamwork, and acknowledgement of one's work. In the same vein, Abdullah et al. (2011) stated that recognition, rewards, teamwork, cooperation, good working conditions, and a proper relationship with supervisors are indicators of employee satisfaction. Similarly, Kaur and Vijay (2016) explored the relationship between the work environment and the hardiness of employees at the workplace. Accordingly, it appears that employees are always looking for an appropriate work environment to improve their productivity and upgrade their individual and organisational development (Ramlall, 2004). Lee and Way (2010) pointed out that a proper work environment enhances employees' positive feelings, which may in turn improve their performance and lead companies to retain the most competent and talented ones. Based on the literature discussed above, the following hypothesis could be proposed:

H1: Work environment has a positive effect on employee satisfaction.

1.2. Human resource policy

Inefficient human resources management (HRM) practices can result from a crisis of skilled and efficient labour (Debrah, 2013). In other words, it is hardly possible to achieve organisational goals without skilled service employees, especially in the hotel industry (Maxwell et al., 2004). Prior research by Dainty et al. (2004) and Ashton (2015) opined that the worldwide crisis of skilled labour in the hotel industry has been prominent over the last few decades because of ineffective HR policies adopted by hotels (Davidson and Wang, 2011). The ongoing deficit of skilled labour should be resolved on an urgent basis to mitigate the continuing viability of the rapidly growing hotel and hospitality sector (Michael and Wang, 2011). Effective development in the domain of HRM best practices is required to increase job satisfaction that leads to improving employees' workplace commitment and in turn minimising employee turnover (Atomba and Ajusa, 2016).

Additionally, Das and Baruah (2013) argued that proper HR policy, which includes compensation practices, leadership and supervision, career planning and development, working conditions, flexible working hours, and so on, may improve employee retention. Similarly, Ashton (2015) suggested that HR policies and practices should be maintained in the hotel organisation for sustainable growth. Satisfaction of employees is not fostered only by increasing remuneration; it may also rely mostly on the quality of work-life balance, good leadership style, training programmes, employment security, the hotel's brand image, and employees' personal traits. Intrinsic motivation is important for job satisfaction and employee retention. In order to find out more about the relationship between human resource policy and job satisfaction, the current study proposes the following hypothesis:

H2: HR policy has a positive influence on employee satisfaction.

1.3. Organisational culture

Despite the conceptual diversity around organisational culture, Saruchera and Asante-Darko (2021) highlighted the existence of some common themes that are important for understanding the culture of an organisation, such as beliefs, norms and shared values. That is why, if this common ground promotes security, fun, and welfare, employees are satisfied. Their satisfaction could thus be partially estimated by job security, which is usually reflected in the organisational culture (Nair et al., 2019). More specifically, in the hotel industry, employees are perceived as having less job security and low-paid jobs, generating a high level of labour turnover (Wong et al., 1999).

According to Hossain (2019), a transparent organisational culture associated with proper communication has a significant effect on employee performance. Having successful communication strategies in place helps employees to develop their social skills and enables them to succeed in alleviating any relational issues (Omrane, 2014, 2015). Ethical training, then, should definitely be incorporated in the workplace culture to improve employee behaviour and continually grow the talent pool. Furthermore, Hanaysha and Hussain (2018) stated that employee empowerment, teamwork and training are significantly associated with employee motivation. These findings support the concept of Maslow's hierarchy of needs, which indicates that if employees' needs are fulfilled, their motivation increases.

Furthermore, Manthimaran and Kumar (2017) stressed that organisations should rely on different policies for the enhancement of their employees' engagement and performance. For this purpose, organisational culture should consider work-life balance in order to retain the most effective and skilled workers. Indeed, employee retention is always beneficial for each organisation which aims to upgrade its customer satisfaction levels, yield improved sales, delight colleagues,

undertake effective succession planning, etc. In the same way, Imam and Javed (2019) stated that employee satisfaction is highly influenced by organisational policy, job security, and work performance. Therefore, it could be argued that an effective company policy helps to improve employee satisfaction. Based on the aforementioned literature, the following hypothesis can be proposed:

H3. Organisational culture has a positive impact on employee satisfaction.

1.4. Employee satisfaction

Employee satisfaction is one of the important criteria for establishing the wealth of an organisation. Likewise, the level of workers' satisfaction is in turn influenced by the welfare schemes and financial benefits that they receive from the organisation (Fitzgerald et al., 1994). In this vein, Aziri (2011) surmised that employee satisfaction has a significant impact on their motivation and involvement, compelling them to produce at the highest possible level, and then to contribute to the overall performance, the sustainable growth and the progress of the entire organisation. According to Tews et al. (2021), in order to increase the level of happiness of employees, managers are encouraged to allow and promote fun in the workplace. Indeed, entertainment activities are found to be associated with a lower level of turnover when workers perceived fun as being less managed.

In the hotel industry, satisfied employees are more likely to bring about happiness and delight for customers or guests than unsatisfied workers. Therefore, employee satisfaction plays an important role in enjoying a high level of customer satisfaction, which helps to generate their loyalty and attract new prospects. In a similar vein, Nair et al. (2019) mentioned that employers should value employee satisfaction, which represents one of the essential determinants of their commitment and motivation. Such observations re-

lated to employee satisfaction and motivation are also in line with Maslow's theory of motivation. Indeed, for Maslow, in order to be motivated in the workplace, everybody needs to satisfy not only his physiological and security needs, but also his social expectations related to appreciation, esteem from peers, and self-actualisation. Similarly, studies by Herzberg showed that motivation stems from the consideration given to employees and their involvement in the decision-making process of their organisation.

For Padmanabhan (2021), employee satisfaction is conceived as a general attitude towards the job, which leads them to alter their turnover intentions. In the same line of thought, Gallard et al. (2010) reported that, in the Iberian hotel industry (namely in Andalusia, Spain, and the Algarve, Portugal), Andalusian temporary employees are less satisfied than those with permanent contracts, whereas the Algarve hotel industry offers more job stability, which leads hotels there to retain their staff and reduce the level of turnover. Based upon the abovementioned literature, the following hypothesis can be suggested:

H4. Employee satisfaction has a negative influence on their turnover intention motives.

1.5. Moderating role of perceived career opportunity

Perceived career opportunity (PCO) indicates the extent to which organisations provide their employees with the job opportunities/growth perspectives that are consistent with their own career goals and interests (Maurer and Chapman, 2013). It refers to the work assignments, training or career adaptability offered by organisations to their staff, so that they meet their expectations related to the accomplishment of their career (Kraimer et al., 2011).

According to Stahl et al. (2009), perceived desirable career opportunities have a significant influence on employee

behaviour, level of satisfaction, work performance and retention at their organisations. Kraimer et al. (2011) added that perceptions of career opportunities might differ from one worker to another. Those perceptions may also change over time and in turn affect employees' attitudes, as well as their work style and behaviour, more than the actual human resource management policies and practices of an organisation do. Therefore, organisations should provide sufficient opportunities for career growth and development in order to generate a positive perception of the availability of career opportunities within them. Such a positive perception will help them to retain talented employees (Weng et al., 2010).

In addition, Wheeler et al. (2007) found that PCO moderates the relationship be-

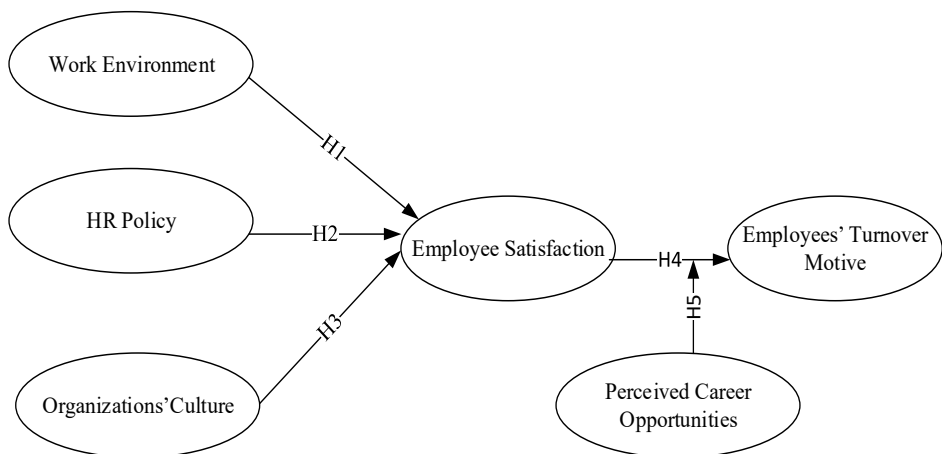
tween employee satisfaction and their turnover intention. This result reveals that while perceived career opportunity improves employee satisfaction, the level of their turnover intention decreases.

Thus, it is expected that:

H5. Perceived career opportunity moderates the relationship between employee satisfaction and their turnover intention.

Finally, based upon the above observations, the theoretical framework of the current research is presented hereafter in the model proposed in Figure 1. Such a model aims to examine the drivers and outcomes of employee satisfaction with respect to the housekeeping departments of Indian star-category hotels.

Figure 1. Theoretical model



Source: own elaboration

2. Research methodology

2.1. Data collection and sample

The current study applied a survey method with a structured undisguised questionnaire in order to validate the theoretical model and also to empirically test the proposed hy-

potheses. Upon data collection, the surveys were checked for missing values. Therefore, data was analysed using partial least squares structural equation modelling.

To identify the target respondents, an initial list of star-category hotels was taken from the Ministry of Tourism, a branch of

the Government of India. In the next stage, three-star and four-star hotels were randomly selected from two Indian states, namely West Bengal and Karnataka, with an emphasis on the housekeeping departments. Based on the assignment and availability of the housekeeping department employees, a total of 324 responses were collected for this research. However, during the screening process, four questionnaires were found to be incomplete, and were thus excluded from the sample. Finally, 320 responses comprised the overall sample size of our investigation.

2.2. Procedure, questionnaire development, and measurement scales

The present research was based only on primary data, and a self-designed structured and undisguised questionnaire was employed as a research instrument by means of which to collect responses from employees of the housekeeping departments of star-category hotels in India.

The questionnaire was structured into two parts. The first section was dedicated to the demographical profile of the participants, and the second section corresponded to the major determinants of employee satisfaction, with particular reference to housekeeping departments in star-category hotels in India. After a thorough review of the previous empirical research, an initial version of the questionnaire was developed with 34 questions. To operationalise the work environment, six items were taken from a prior study by Lane et al. (2010). However, one item was dropped from the analysis because of its lower loading (< 0.7) (Bag and Omrane, 2022). Moreover, for the HR policy, four items were selected from previous research by Kopp (1994).

The indicators related to organisational culture were chosen from the precedent work of Ettlie (1983). To assess employee satisfaction, four items were adopted from the prior studies undertaken respectively by Fosam et al. (1998) and Hatane (2015). Similarly, employee turnover intention was measured by means of seven items, out of which the loading of one item was below the level of 0.7. Finally, perceived career opportunity (PCO) was operationalised by six items taken from Kraimer et al.'s (2011) investigation.

Thus, 30 items were finally retained to identify the ultimate determinant of employee satisfaction with reference to the housekeeping departments of Indian star-category hotels. As recommended by Omrane (2014, 2015), a five-point Likert scale ranging from 5 = *strongly agree* to 1 = *strongly disagree* was used and respondents were invited to tick the corresponding responses for each variable indicators (for more details, please see Table 1 hereafter).

The Cronbach's alpha composite reliability values were calculated to check the reliability and the validity for all constructs (Omrane and Bag, 2022). Furthermore, the average variance extracted (AVE) was considered to assess the convergent validity of each construct (Bag et al., 2021). Then, in order to test the proposed hypotheses upon the theoretical framework (as shown in Figure 1), a path analysis was carried out. Accordingly, the partial least squares (PLS – undertaken using SmartPLS 3.2.4 software) was employed as a variance-based and a prediction-oriented technique, devoted to estimating the relationships of causality among the latent variables in a systematic analysis (Sinha and Bag, 2022).

Table 1. Determinants of employee satisfaction with reference to the housekeeping departments of star-category hotels in India

Work Environment (Lane et al., 2010)	W1 – Requisite facilities for drinking water exist for employees. W2 – Essential provisions are established to improve the hygienic conditions. W3 – Training and development is given special attention for its contribution to career growth. W4 – Rest rooms with adequate occupancy are offered to employees. W5 – A warm and cordial relationship is observed among employees of the housekeeping department.
HR Policy (Kopp, 1994)	B1 – An annual performance appraisal is conducted. B2 – Regularised promotional schedules are maintained. B3 – Feedback from guests are processed for promotion. B4 – EPF is followed for the housekeeping department with respect to the Provident Fund Act. B5 – A grievance handling cell for reducing grievances and conflicts is provided.
Organisational Policy (Ettlie, 1983)	O1 – Standard norms for working hours are maintained. O2 – A standard pay system is followed. O3 – Suitable cleaning equipment is provided to the housekeeping department. O4 – Management is careful to minimise disputes and conflicts.
Job Satisfaction (Matzler et al., 2004)	JS1 – Employee participation as well as staff suggestions inside the department are acknowledged. JS2 – Enjoying the duties and responsibilities are provided with respect to the position. JS3 – Employees have sufficient freedom to communicate with the relevant authorities in case of any work-related need.

Source: Own elaboration

3. Results and Discussion

Partial Least Squares (PLS) structural equation modelling represents the most suitable alternative (Wold, 1985) to the traditional covariance-based structural equation modelling (CB-SEM). In fact, it is remarkable that the application of PLS-SEM is extended to multiple disciplines. However, its usefulness in measuring job satisfaction with reference to the hotel industry remains at an early stage. Besides, compared to the CB-SEM approach, the PLS-SEM is considered more flexible and suitable for complex and simple models, with no need to check the normality of data distribution (Hair et al., 2014). More specifically, those same scholars advanced the idea that the multivariate normality criterion does not determine the application of the PLS-SEM approach for predicting the relationships between the constructs of the study. The PLS-SEM method could then be employed in our investigation (Ringle et al., 2015). For more precision, we opted for the SmartPLS 3.2.4 software to examine the relationships be-

tween the different latent variables, as well as to address the proposed hypotheses of the present study. For this purpose, the PLS-SEM approach recommends the execution of two models: an inner/measurement model, then an outer/structural model.

In the present investigation, the estimation of the inner model (i.e. inner relationships) was done by employing the path-weighting scheme out of the three schemes. Moreover, the reflective mode “A” was chosen for the outer model estimation (Valle and Assaker, 2016). This mode “A” generally serves to indicate the existence of a simple linear regression between the constructs of the study, as well as testing whether each indicator has an impact on its corresponding construct (Bag et al., 2020).

3.1. Assessment of the measurement/outer model (reliability and convergent/discriminant validity)

The reliability and the convergent validity of the constructs were tested to predict the outer model (Chin, 2010). More precisely, the measurement/outer model covers four

types of tests to confirm reflective constructs, namely individual item reliability, composite reliability, convergent validity, and discriminant validity.

To assess the reliability, the internal consistency and composite reliability were checked. Cronbach's alpha, which represents the best measure of the internal consistency, should be calculated for all the constructs (Heal and Twycross, 2015). The range of acceptance of reliability is 0.7 (Hair et al., 2014; Ed-Dafali, Bouzahir and Omrane, 2022; Bag and Omrane, 2021, 2022). Table 2 shows that Cronbach's α and the Composite Reliability (CR) values of all constructs were greater than the minimal level of 0.7 (Nunnally and Bernstein, 1994). According

to Dijkstra and Henseler (2015), in addition to estimating the Cronbach's α and composite reliability values, the Rho_A score should be also considered another important reliability measure for the PLS approach. The score of all the Rho_A scores were higher than the recommended threshold of 0.7 (Henseler et al., 2016).

The average variance extracted (AVE) is the commonly used criterion in order to check it. If the value of the AVE is equal to or greater than 0.5 (Hair et al., 2014) the construct elucidates 50% of the variance of its items. Thus, the AVE values were also above the threshold limit (0.5) for all the constructs of this study, which means that the convergent validity is well established in the study.

Table 2. Quality review of constructs

Constructs	Items	Factors Loadings	Cronbach's Alpha (α)	Composite Reliability (CR)	Rho_A	Average Variance Extracted (AVE)
Work Environment	WE1	0.821	0.833	0.838	0.882	0.600
	WE3	0.709				
	WE4	0.756				
	WE5	0.790				
	WE6	0.791				
HR Policy	HRP1	0.786	0.754	0.754	0.844	0.576
	HRP2	0.752				
	HRP3	0.744				
	HRP4	0.752				
Organisational Culture	OC1	0.764	0.819	0.822	0.873	0.580
	OC2	0.787				
	OC3	0.751				
	OC4	0.768				
	OC6	0.738				
Employee Satisfaction	ES1	0.797	0.812	0.812	0.876	0.639
	ES3	0.772				
	ES4	0.825				
	ES5	0.803				

Constructs	Items	Factors Loadings	Cronbach's Alpha (λ)	Composite Reliability (CR)	Rho_A	Average Variance Extracted (AVE)
Employee Turn-over Intention	ETI1	0.797	0.860	0.865	0.895	0.588
	ETI2	0.727				
	ETI3	0.830				
	ETI4	0.773				
	ETI6	0.737				
	ETI7	0.731				
	Perceived Career Opportunity	PCO1				
PCO2		0.749				
PCO3		0.786				
PCO4		0.739				
PCO5		0.755				
PCO6		0.803				

Source: Own elaboration

To assess the discriminant validity, two testing stages should be performed: (1) the heterotrait-monotrait ratio (HTMT) and (2) the Fornell-Larcker criterion.

To check the Fornell-Larcker (1981) criterion, it might be proved that the square root of AVE for each variable should exceed the correlation between any other different constructs. Table 3 illustrates the Fornell-Larcker criterion results, revealing that the discriminant validity could be ensured for all the constructs of the present study.

Moreover, in order to establish the discrimination between factors, the heterotrait-monotrait (HTMT) correlation ratio should also be calculated. In order for it to be significant, its value should be lower than the threshold level of 0.85 (Henseler et al., 2016). Table 4 illustrates that all the correlation ratios for all constructs are below the conservative level. Consequently, the discriminant validity might be ensured in respect of the HTMT correlation ratio.

The outer model was considered satisfactory with evidence of the convenient reliability and validity of all the constructs.

Table 3. Discriminant Validity (1): Fornell-Larcker criterion

	ES	ETI	HRP	OC	PCO	WE
ES	0.800					
ETI	0.754	0.767				
HRP	0.710	0.803	0.759			
OC	0.696	0.787	0.751	0.762		
PCO	0.860	0.761	0.712	0.750	0.766	
WE	0.593	0.665	0.663	0.630	0.567	0.774

Source: Own elaboration

Note: ES – Employee Satisfaction; EI – Employee Turnover Intention ; HRP – Human Resource Policy; OC – Organisational Policy; PCO – Perceived Career Opportunity; WE – Work Environment

Table 4. Discriminant Validity (2): Heterotrait-Monotrait Ratio (HTMT)

	ES	ETI	HRP	OC	PCO	WE
ES						
ETI	0.894					
HRP	0.506	0.796				
OC	0.848	0.203	0.145			
PCO	0.761	0.872	0.880	0.805		
WE	0.716	0.788	0.837	0.762	0.665	

Source: Own elaboration

3.2. Assessment of the structural/inner model

After executing the measurement model, the proposed hypotheses should be tested in order to estimate the research model and analyse its structural paths via SmartPLS 3.2.4.

The explanatory power of a model may be evaluated by measuring the discrepancy in the dependent variables of the model. The value of R^2 and the path coefficients are the most useful measures for assessing the structural model (Hair et al., 2014). As shown in Figure 2, the model with the value of R^2 57.5% for employee satisfaction and 62.1% for employees' turnover motives.

Concerning the path analysis, Figure 2 and Table 5 (as shown hereafter) evince the different paths of the structural model, by considering path coefficients, t -values and p -values of their corresponding proposed hypotheses. As a result, all the hypotheses are supported except H_4 , which in turn implies that all the relationships between the independent and dependent variables are significant.

The work environment enhances employee satisfaction ($\beta = 0.140$, $p < 0.05$) and H_1 is supported. This result is similar to the findings of Lee and Brand (2005), who had also shown that a suitable working environment improves the level of employee satisfaction. Thus, such a finding contradicts those of Rafiq et al. (2012) and Tokuda et al. (2009), who showed that the work environment is

negatively correlated with employee satisfaction. In fact, it was found that a collegial working environment upgrades employees' duties and responsibilities, the level of engagement and, by implication, productivity; and gives them an improved sense of well-being, which ultimately increases the overall level of organisational effectiveness.

The second hypothesis of the study H_2 is also supported ($\beta = 0.367$, $p < 0.05$), insofar as HR policy leverages employee satisfaction. This outcome is confirmed by several prior studies such as those of Pule et al. (2014), Qasim et al. (2012), and Saleem et al. (2013), who claimed that fair human resource policies within organisations help to improve the performance and efficiency of employees, whose level of satisfaction is higher as a result.

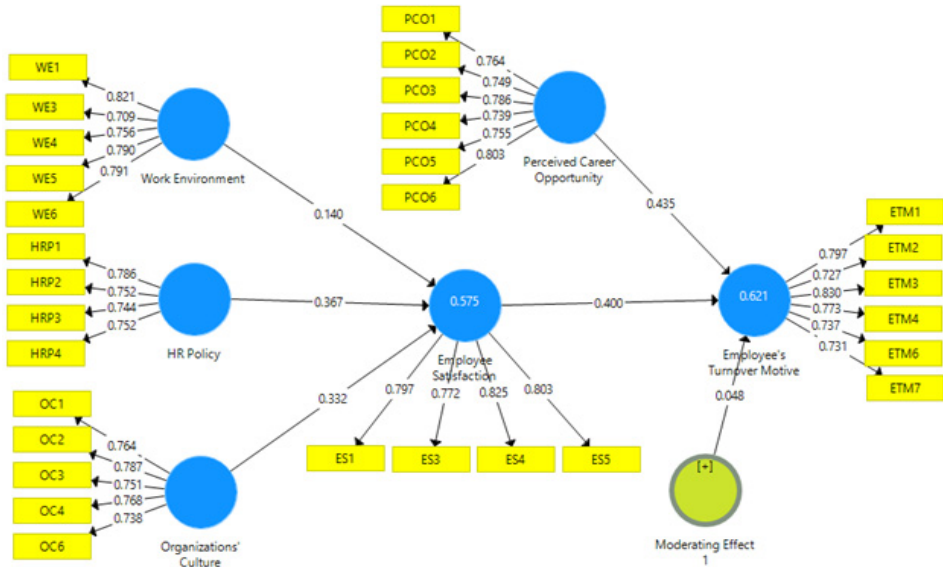
Likewise, the third hypothesis of the study H_3 is supported ($\beta = 0.332$, $p < 0.05$) revealing that the culture of organisations positively influences employee satisfaction. This result is similar to that previously attained by Sirca et al. (2012), who argued that a sound organisational culture is a predictor of employee satisfaction.

The fourth hypothesis H_4 is not supported ($\beta = 0.400$, $p < 0.05$). Indeed, this study rather supports a positive association between employee satisfaction and staff turnover. Such a result is similar to those in a prior study undertaken by Siengthai and Pila-Ngarm (2016), who demonstrated that employee satisfaction could be an antecedent of employees' turnover intention.

Finally, the fifth hypothesis H_5 is supported ($\beta = 0.435, p < 0.05$), reflecting that perceived career opportunity moderates the relationship between employee satisfaction and

their turnover intention. Such findings confirm the outcomes of Kraimer et al. (2011) and Stahl et al. (2009).

Figure 2. Employee satisfaction model by means of PLS analysis



Source: Own elaboration

Table 5. Results of the structural model and status of hypotheses

Hypotheses	Paths	Path Coefficients	t-values	p-values	Status
H1	Work Environment → Employee Satisfaction	0.140	3.158	0.002	Supported
H2	HR policy → Employee Satisfaction	0.367	8.456	0.000	Supported
H3	Organisational Culture → Employee Satisfaction	0.332	7.037	0.000	Supported
H4	Employee Satisfaction → Employees' Turnover Intention	0.400	6.390	0.000	Not supported
H5	PCO → Employees' Turnover Intention	0.435	7.440	0.000	Supported

Source: Own elaboration

The results support the hypothesis that employee satisfaction is influenced by three important factors, namely work environment, HR policy and organisational culture. The findings also reveal that human resource

policy has the greatest influence on employee satisfaction, followed by organisational culture and work environment. Furthermore, the results show that there is a strong positive association between employee satisfaction and their

turnover intention. In addition, perceived career opportunity plays an important role as a moderator in the relationship between staff satisfaction and turnover intention.

Conclusions

With the concerns regarding employee motives and enjoyment, the present investigation aims to examine the main factors that may influence levels of job satisfaction and turnover intention of star-category hotel workers in India. The overall results revealed that HR policy is the major factor that determines satisfaction among such employees, followed by organisational culture and the work environment. Moreover, it was proven that satisfaction has a significant influence on employee turnover. It is then clear that employers should ensure fair competition, value a proper work-life balance, recognise their employees' competencies and help them to attain their aspirations by offering sufficient opportunities for sustainable growth and development. Moreover, managers and team leaders should provide employees with a positive and dynamic workplace. Hence, the organisational culture and the HR policy should be built and developed by making employee satisfaction a priority. The working environment where employees spend most of their time should be organised with the requisite materials and equipment. Workers spend much of their time at the workplace, thinking minutely about their duties and responsibilities, and planning for their upcoming commitments. Their job provides them "daily meaning as well as daily bread." Yet, the workplace is not always a suitable environment which employees are delighted with. Briefly, policies should focus on preparing an appropriate environment and a huge range of competencies such as strategic and analytic skills, succession planning, and career management, in order to improve employee satisfaction, happiness, and success at work.

To conclude, the present research seeks to explore the association between employee satisfaction and their turnover intention especially in the hospitality industry. It has revealed that workers' turnover intention are positively influenced by their level of satisfaction, which could be considered a new issue which researchers are invited to pay considerable attention to. Moreover, staff satisfaction is dependent upon the work environment, culture, and human resource policy at their organisations. The proposed model introduces novel insights essentially related to the moderating role of perceived career opportunity (PCO) on the association between employee satisfaction and turnover motives. Hence, our research offers a promising contribution related to a better understanding of the main factors that could raise the level of employee satisfaction.

In addition, the outcomes of this study offer practical implications for hospitality policymakers, hotel managers, as well as human resources directors. In fact, the sample of the present study encompasses employees of hotel housekeeping departments, which are ultimately dedicated to improving the level of customer satisfaction with hotels. The study provided a different focus with respect to previous studies, which concentrate either on top-level or on mid-level management. Thus, our research framework seeks to offer direction for both top- and mid-level management of star-category hotels regarding the importance of their employee satisfaction. Based on the empirical analysis of 324 sample respondents who were employed in the housekeeping department, we revealed the extent to which employee satisfaction could be improved through a sound work environment, a positive HR policy, as well as an appropriate organisational culture. Such an outcome implies that the top management of hotel industry should scrutinise their work environment, HR policy, and organisational policy thoroughly and at regular intervals

in order to ensure higher levels of job satisfaction within their organisations.

Despite its promising insights which may be added to the existing research, the present study contains several limitations on which upcoming academics and scholars can alternatively work for the better of future investigations. For instance, the sample was drawn from three- and four-star hotels located in two states of India. Moreover, the present study retained only three factors as the main determinants of employee satisfaction. However, the precedent literature has already pinpointed other impactful factors such as transformational leadership, training/development opportunities, teamwork, and other motivational issues. Such factors may have an influence on employee satisfaction, and thus on their sustainability inside organisations (Tweiqat and Adaileh, 2020; Akbari et al., 2022). Besides, a unique quantitative survey was conducted for this study, limiting our in-depth understanding of the findings attained. Hence, future studies may carry out a quantitative investigation that covers other Indian regions, or other countries, for a better generalisation of the results. Comparative qualitative research could also be undertaken to provide more detailed, accurate and contextualised outcomes, stressing the differences among star-category hotels and other categories of hotels.

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