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INVESTIGATE THE IMPACT OF INTRINSIC & EXTRINSIC FACTORS ON JOB SATISFACTION AND EMPLOYEE'S PERFORMANCE IN TOURISM & HOSPITALITY SECTOR

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ABSTRACT

Job Satisfaction is a positive feeling of employees regarding their job. Locke (1976) "job satisfaction is an emotional state resulting from pleasure of workers derived from their work". The previous study found that satisfaction differs from population to population. Factors are different that are used in difference population. Maximum research has done on hotels' workers. As per current study there is no studies found on tourism & hospitality Employees satisfaction are depending on some factors. Those factors are categorized into two forms, i.e., intrinsic factors and extrinsic Factors. The study has examined the effect of intrinsic factors and Extrinsic Factors on employees' job satisfaction and their performance. Hotel and tourism agency are selected by stratified sampling method. But simple random sampling method is used to select respondents. Wall (1979) 'job satisfaction survey' structured scale is used. Coharan (1977) sample size formula is used to calculate sample size. 377 respondents' data are collected from hotels and domestic tourism agency in Himachal Pradesh. Finally, SPSS 27 version is used to analyze the primary data. Descriptive and Inferential Statistics are used to get the result. The result has shown that 110 employees (29.2%) are highly satisfied with their job, 134 employees (35.5%) are moderately satisfied with their job and 133 employees' (35.3%) satisfaction are found low with their job which fluctuate the performance level as well, Intrinsic factors and Extrinsic Factors have impact on employees' job satisfaction.

Key words: Job Satisfaction, Intrinsic factors, Extrinsic Factors, Tourism & Hospitality Employees, job performance.

INTRODUCTION:

Human have travelled since the beginning of human civilization and the early motivator for this were shelter, safety, food, business/commerce/trade or possession of resources and new areas. The concept of travel for leisure, happiness, recreation and exploration came into light after this. The advancement in technology enhanced individual's chances to travel. The stable Governments, infrastructural development, and interest of individuals has encouraged them to travel for leisure, exploration, sight-seeing, entertainment, happiness, religious activities and education. Thus, the tourism is sum total of activities, services and industries that provides a journey or travel experience. It includes transportation, services, accommodation facilities, food & beverages, retail outlets, entertainment, leisure businesses, hospitality services and other recreational facilities provided for an individual, teams or corporate groups travelling away from their native places.

Tourism has strengthened itself as a boundary less activity worldwide. The tourism was diversified earlier but with the passage of time it becomes mature and with the maturity tourism has become a professional activity. To make tourism a professional field various group such as the World Travel and Tourism Council has been formed. This council includes aviation services, tour and travel agents and hotel chains as its members. The main focus of such groups has been on making tourism an economic activity for host nations. Now-a-days, tourism becomes an important pillar for the economic development of a nation. The positive effects and benefits of tourism activities in the periods of slow economic growth or decline have not been ignored.



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Organization run by their employees who are coming from different culture and region of the society. Where Some employees feel happy to get high pay, some feel happy to get promoted. Some people feel happy to get recognition from their boss and co-workers. There is no such particular instrument to make all people happy at the same time. Happiness is depending on individual needs and expectation. Needs and expectation depend on their culture, societal status, livelihood etc. Happiness or pleasure is completely separate for every people. Attainment of a high-level performance through productivity and efficiency has always been an organizational goal of high priority. In order to do that highly satisfied work force is an absolutely necessity for achieving a high level of performance advancement of an organization. Satisfied worker leads to extend more effort to job performance, then works harder and better. Thus, every organization tries to create a satisfied work force to operate the well- being of the organization. However, the total organizational performance depends on efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their individual employee performance to gain high productivity in the organization.

Armstrong et al., (2014) said, Job Satisfaction is a positive feeling of people about their job. These human need and expectation are categorized in two types, i.e., Intrinsic and Extrinsic. Intrinsic Factors are Recognition, Responsibility, Ability, Promotion, Suggestion, Variety, Methods of work, Achievement, Creativity etc. Extrinsic Factors are Working Hour, Salary, Rewards, Job Security, Working Condition (Environment), Co-Workers, Management, Hour of Work, Supervision etc.

LITERATURE REVIEWS:

Chuang, N-K. et al. (2009) examined how intrinsic and extrinsic factors affected the job satisfaction of chefs in casino hotels. Bagheri, S. et al. (2012) studied the factors (structural and managerial, social, work in it-self, environmental and welfare) affecting job satisfaction of health system employees. 8 Focus Group Discussion, 70 respondents were selected from four departments of health industry through semi-structured questionnaire and purposive sampling method. This qualitative study used 'Thematic analyses' to analyze the primary data. Result showed that above mentioned factors were associated with employees' job satisfaction. From table 2, employee personal characteristics and development were identified as a new factor of individual characteristics. The study concluded that the improvement of work was based on these factors.

Goetz, K. et al. (2012) studied how Herzberg and colleagues' "Two-Factor Theory" (i.e., internal motivation and extrinsic hygiene) affected job satisfaction in German dentists. 147 respondents were chosen using the Warr-Cook-Wall job satisfaction measure. The rating system used a 7-point Likert scale. The data were examined using the SPSS 18.0 programme. Data that were continuous and categorical were first compiled and displayed. The results were then determined using inferential statistics, such as the Mann-Whitney U-test and linear regression analysis. The findings indicated that German dentists were generally satisfied, with the exception of their income, obligations, and working conditions. Job satisfaction was positively impacted by intrinsic characteristics. Work hours and pay (extrinsic factors) have a favorable effect on job satisfaction. The study recommended that dentists' working conditions be addressed.

Neog, B. B. and Barua, M. (2014) studied how the following elements (pay, supervision, working environment, and job security) affect employees' job satisfaction in Assam's car servicing workshops. The research design used in the study was descriptive. Through the use of the simple random sample procedure, 100 primary data were gathered. Three conclusions emerged from the study, namely: 1. Employees reported a modest level of job satisfaction. 2. There is a good correlation between all of the parameters. three. Pearson The results of the correlation showed a positive relationship between the factors and employee job satisfaction. According to the study, management attention could boost job satisfaction. studied how the following elements (pay, supervision, working environment, and job security) affect employees' job satisfaction in Assam's car servicing workshops. The research design used in the study was descriptive. Through the use of the simple random sample procedure, 100 primary data were gathered.



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The investigation came up with three conclusions, namely

1. Employees' job satisfaction was mediocre.
2. There is a good correlation between all of the parameters.
3. The results of the Pearson Correlation showed a positive relationship between the factors and employee job satisfaction. According to the study, management attention could boost job satisfaction.

Idris, H.A. and Romle, A.B.D.R. (2015) investigated the relationship between intrinsic characteristics (such as responsibility and the work itself) and job satisfaction among professors at Nigeria's Bauchi State University Gadau. Consideration was given to Fredrick Herzberg's (1959) two-factor theory of occupational satisfaction. 148 responses were gathered using the Minnesota Job Satisfaction Questionnaire from 16 university departments. Software from the 16th edition of the Statistical Package for Social Science was used. According to descriptive statistics, the majority of academicians were happy with their roles and the work itself. The job satisfaction of lecturers at Bauchi State University Gadau is therefore positively and significantly correlated with intrinsic characteristics.

Pagalung, S. G. and Pontoh, G. T. (2018) examined how intrinsic and extrinsic factors at Indonesia's State Islamic University affect internal auditor job satisfaction. 86 internal auditors from Indonesia's State Islamic University were chosen after filling out a questionnaire. The primary data was analyzed using the partial least squares (PLS) technique. Results showed that organizational commitment and professionalism, which are intrinsic factors, had a considerable impact on job satisfaction, whereas work-family conflicts had no such impact. Additionally, extrinsic factors such as (1) leadership style, organizational culture, and remuneration or incentive have a major impact on the internal auditor's job satisfaction at State Islamic University in Indonesia.

Baroudi, S. et al. (2020) There were three goals to be looked into: 1) The degree of job satisfaction among teachers in Lebanon; 2) The factors that determine this satisfaction; and 3) The relationship between these factors and demographic variables. Primary data from Teachers Job Satisfaction Questionnaires collected from 6 public and 6 private K–12 schools totaled 42 responses and 91 responses, respectively. The data were analysed using descriptive statistics, independent sample T-test, and Pearson Product Moment Correlation Coefficient. The findings showed that: 1) teachers were satisfied with their jobs; 2) factors related to the nature of the work itself, working conditions, professional development, supervisory support, remuneration, and principal leadership self-efficacy were influencing job satisfaction; and 3) There was a favorable association between parameters affecting teacher job satisfaction and demographic factors.

RESEARCH GAP:

Satisfaction is a positive feeling of a person. So, this feeling is varied from person to person. For an example: Some people perform better because of Recognition. Some people preferred Promotion. Some people give priority to Pay. Some people like Job Security. Therefore, no fixed factor applicable for all. So, the study investigates three things, i.e.,

1. level of job satisfaction,
2. impact of intrinsic and extrinsic factors on job satisfaction and employees' performance.
3. impact of emolument on job satisfaction and performance of employees.

Here the study considered certain factors for these two populations. The factors are responsibility, abilities, promotion, suggestions, Variety and Recognition (Intrinsic Factors). Whereas, Extrinsic Factors are working conditions, fellow workers, management, pay, Hours of work and Job Security.



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RESEARCH METHODOLOGY

Objective

- To identify the level of job satisfaction among employees of tourism & hospitality employees.
- To examine the impact of intrinsic and extrinsic factors on job satisfaction and performance of tourism & hospitality employees.
- To study the impact of emolument on job satisfaction of tourism & hospitality employees.

Sampling

Data collected from HPTDC website for registered numbers of hotels and travel/ tourism agency is approx. 1469. Hotels and tourism agency are taken through Stratified Sampling Methods. But respondents are taken through simple random sampling methods. The questionnaire is distributed to the 400 respondents working in Shimla regency, South Gate hotels and some tourism agency in Shimla. Out of 400 respondents 387 responses are received. But some of them not filled required information properly and not useful for present study. Therefore, 377 data is taken for the study.

Sample size formula

Cochren (1977) sample size calculation formula is used to identify the accurate sample for the study. Because the population is big, the study distributed 400 questionnaires but 377 fully filled responses are received.

$$\text{Cochren (1977) sample size calculation formula} = \frac{Z^2 * pq}{e^2}$$

$$= \frac{Z^2 * p * (1 - p)}{e^2}$$

Z2 = tabulated value.

q = (1 – p).

p = Estimated proportion of the population.

e2 = Square of margin of error

Research Design

The aim of this investigation is to find out Level of Job Satisfaction of tourism & hospitality sector Workers in Himachal Pradesh and examine the impact of intrinsic factors (Recognition for work, Freedom to use abilities, Opportunity of promotion, Amount of work (responsibility), and extrinsic factors (Relationships with subordinates., Relationship with fellow workers, Relationship with management, Rate of pay (salary), Job security, Physical working conditions in organization, Hours of work, Physical working conditions in my department) on jobsatisfaction and their performance.

Data Collection Procedure:

Employees are from Shimla regency, South Gate hotels and some tourism agency Workers, in Shimla. Structured Questionnaire are used to Measure the variables. i.e., Job Satisfaction and performance of employees. The questionnaire consists of 14 items in 7 Point Likert Scale, i.e., from 1) Extremally Dissatisfied to 7) Extremally Satisfied. Primary Data is collected from Shimla regency, South Gate hotels and some tourism agency in Shimla. Questionnaire method is used to collect primary data. Warr, Cock and Wall (1979) structured questionnaire are measured the Overall Job Satisfaction Level (Intrinsic and Extrinsic factors) of Employees.



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Conceptual Framework



The independent variable of this study was job satisfaction, while the dependent variable was employee performance. Figure 1 showed the conceptual framework of this study.

RESULT

Respondents form Tourism & Hospitality in Himachal Pradesh

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism Agency	176	46.7	46.7	46.7
	Regency & south Gate	201	53.3	53.3	100.0
	Total	377	100.0	100.0	

The data collected from Shimla regency, South Gate hotels is 201 and some tourism agency in Shimla is 176. The total data collected from this sector is 377.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	291	77.2	77.2	77.2
	Female	86	22.8	22.8	100.0
	Total	377	100.0	100.0	

The total number of male respondents is 291 and the total number of females respondents is 86.

No. of Year in this Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 10	309	82.0	82.0	82.0
	11 - 21	63	16.7	16.7	98.7
	22 and above	5	1.3	1.3	100.0
	Total	377	100.0	100.0	



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The respondents having 1 to 10 years work experience are 309 whereas, 11 to 21 years work experience respondents are 63. Lastly 22 years and above experience holder are 5.

Table 4: Level of Job Satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low JS	133	35.3	35.3	35.3
	Moderate JS	134	35.5	35.5	70.8
	High	110	29.2	29.2	100.0
	Total	377	100.0	100.0	

From the table 4, it is clear that the total number of respondents are 377. There is difference between their job satisfaction level. 110 hotels & tourism employees are highly satisfied with their job. 134 hotels & tourism employees are moderately satisfied with their job. And 133 hotel and tourism employees are satisfied with their job but satisfaction level is low.

Table 5: Regression Analysis showing the Impact of Intrinsic Factors on Job Satisfaction
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 ^a	.843	.840	2.08789

a. Predictors: (Constant), Recognition for work, Freedom to use abilities, Opportunity of promotion, Amount of work (responsibility), Attentions paid to suggestions, Variety in work

From Table 5, R Square = 0.843 (Adjusted R Square = 0.840) and that defines 840% of the variance in the job satisfaction is explicated by the intrinsic factors (Recognition for work, Freedom to use abilities, Opportunity of promotion, Amount of work (responsibility), Attentions paid to suggestions, Variety in work).

Table 6: ANOVA Test**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8637.791	6	1439.632	330.245	.000 ^b
	Residual	1612.936	370	4.359		
	Total	10250.727	376			

a. Dependent Variable: Job Satisfaction (JS)

b. Predictors: (Constant), Recognition for work, Freedom to use abilities, Opportunity of promotion, Amount of work (responsibility), Attentions paid to suggestions, Variety in work

Table 6 controls whether the forecaster variables of the study explanation for significant variance in the result variable (dependent variable). Thus, the statistically significant value is .000 which is less than 0.05 and it proves that there is a statistically significant changes between intrinsic factors (Recognition for work, Freedom to use abilities, Opportunity of promotion, Amount of work (responsibility), Attentions paid to suggestions, Variety in work) and the dependent variable (Job Satisfaction). So, the proposed regression analysis is acceptable.



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Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.680	1.593		18.631	.000
	Amount of work (responsibility)	1.954	.168	.250	11.637	.000
	Freedom to use abilities	1.609	.114	.338	14.115	.000
	Opportunity of promotion	1.530	.164	.211	9.336	.000
	Attentions paid to suggestions	1.408	.152	.233	9.250	.000
	Variety in work	1.523	.131	.297	11.586	.000
	Recognition for work	1.350	.151	.187	8.955	.000

a. Dependent Variable: Job Satisfaction (JS)

Table 7 reveals the factors of the predictor variables, and it shows that individual factors of the predictor variables have a significant impact on job satisfaction as because the value is lower than the significance level of 0.05. So, the significant value for Amount of work is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, showing that Amount of work have a significant impact on job satisfaction. It means when Amount of work increased by one unit, the job satisfaction is probable to increase by 1.854 units. The significant value for Freedom to use abilities is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, showing that Freedom to use abilities have a significant impact on job satisfaction. It means when Freedom to use abilities increased by one unit, the job satisfaction is probable to increase by 1.609 units. The significant value for Opportunity of promotion is 0.000 which is less than 0.05 (Sig = 0.000

< 0.05) therefore, showing that Opportunity of promotion have a significant impact on job satisfaction. It means when Opportunity of promotion improved by one unit, the job satisfaction is probable to rise by 1.530 units. The significant value for Attentions paid to suggestions is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, showing that Attentions paid to suggestions have a significant impact on job satisfaction. It means when Attentions paid to suggestions enhanced by one unit, the job satisfaction is probable to increase by 1.408 units. The significant value for Variety in work is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, showing that Variety in work have a significant impact on job satisfaction. It means when Variety in work rise by one unit, the job satisfaction is probable to rise by 1.523 units. The significant value for Recognition for work is 0.000 which is less than 0.05 (Sig = 0.000

< 0.05) therefore, showing that Recognition for work have a significant impact on job satisfaction. It means when Recognition for work gained by one unit, the job satisfaction is probable to gain by 1.350 units.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.825	.821	2.21011



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- a. Predictors: (Constant), Relationships with subordinates., Relationship with fellow workers, Relationship with management, Rate of pay (salary), Job security, Physical working conditions in organization, Hours of work, Physical working conditions in my department.

According to the Table 8, R Square = 0.825 (Adjusted R Square = 0.821) and that describes 821% of the variance in the job satisfaction is explained by the extrinsic factors (Relationships with subordinates., Relationship with fellow workers, Relationship with management, Rate of pay (salary), Job security, Physical working conditions in organization, Hours of work, Physical working conditions in my department).

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8453.204	8	1056.650	216.324	.000 ^b
Residual	1797.523	368	4.885		
Total	10250.727	376			

- a. Dependent Variable: Job Satisfaction (JS)

- b. Predictors: (Constant), Relationships with subordinates., Relationship with fellow workers, Relationship with management, Rate of pay (salary), Job security, Physical working conditions in organization, Hours of work, Physical working conditions in my department.

Table 9 controls whether the predictor variables of the study explanation for significant variance in the result variable (dependent variable). Thus, the statistically significant value is .000 which is less than 0.05 and it proves that there is a statistically significant changes between intrinsic factors (Relationships with subordinates., Relationship with fellow workers, Relationship with management, Rate of pay (salary), Job security, Physical working conditions in organization, Hours of work, Physical working conditions in my department) and the dependent variable (Job Satisfaction). So, the proposed regression analysis is acceptable.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.045	2.229		.918	.359
	Physical working conditions in organization	1.638	.216	.182	7.587	.000
	Physical working conditions in my department	1.581	.206	.186	7.664	.000
	Relationship with fellow workers	.422	.196	.051	2.156	.032
	Relationship with management	1.859	.176	.239	10.540	.000
	Rate of pay (salary)	2.294	.232	.230	9.869	.000
	Hours of work	2.379	.148	.378	16.067	.000
	Job security	1.859	.179	.246	10.368	.000
	Relationships with subordinates.	1.492	.172	.196	8.660	.000



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a. Dependent Variable: Job Satisfaction (JS)

Table 10 reveals the factors of the predictor variables, and it shows that individual factors of the predictor variables have a significant impact on job satisfaction as because the value is lower than the significance level of 0.05. So, the significant value for Physical working conditions in organization is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Physical working conditions in organization have a significant impact on job satisfaction. It means when Physical working conditions in organization increased by one unit, the job satisfaction is possible to increase by 1.638 units. The significant value for Physical working conditions in my department is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Relationship with fellow workers have a significant impact on job satisfaction. It means when Relationship with fellow workers increased by one unit, the job satisfaction is probable to increase by 1.581 units. The significant value for Relationship with fellow workers is 0.032 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Relationship with fellow workers have a significant impact on job satisfaction. It means when Relationship with fellow workers improved by one unit, the job satisfaction is probable to rise by .422 units. The significant value for Relationship with management is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Relationship with management have a significant impact on job satisfaction. It means when Relationship with management enhanced by one unit, the job satisfaction is probable to increase by 1.859 units. The significant value for Rate of pay (salary) is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Rate of pay (salary) have a significant impact on job satisfaction. It means when Rate of pay (salary) rise by one unit, the job satisfaction is probable to rise by 2.294 units. The significant value for Hours of work is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Hours of work have a significant impact on job satisfaction. It means when Hours of work gained by one unit, the job satisfaction is probable to gain by 2.379 units. The significant value for Job security is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Job security have a significant impact on job satisfaction. It means when Job security gained by one unit, the job satisfaction is probable to gain by 1.859 units. The significant value for Relationships with subordinates is 0.000 which is less than 0.05 ($\text{Sig} = 0.000 < 0.05$) therefore, showing that Relationships with subordinates have a significant impact on job satisfaction. It means when Relationships with subordinates. gained by one unit, the job satisfaction is probable to gain by 1.492 units.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.180	.178	4.73333

a. Predictors: (Constant), Rate of pay (salary)

As of Table 5, R Square = 0.180 (Adjusted R Square = 0.178) and that defines 178% of the variance in the job satisfaction is explicated by pay.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1849.087	1	1849.087	82.532	.000 ^b
Residual	8401.640	375	22.404		
Total	10250.727	376			

a. Dependent Variable: JS

b. Predictors: (Constant), Rate of pay (salary)



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Table 9, the predictor variables of the study explanation for significant variance in the result variable (dependent variable). Thus, the statistically significant value is .000 which is less than 0.05 and it proves that there is a statistically significant changes between Constant (pay) and the dependent variable (Job Satisfaction). So, the proposed regression analysis is acceptable.

Coefficients^a

Model		Unstandardize dCoefficients		Standardize d Coefficient s	t	Sig.
		B	Std. Error	Bet a		
1	(Constant)	59.711	2.827		21.123	.000
	Rate of pay (salary)	4.244	.467	.425	9.085	.000

a. Dependent Variable: Job Satisfaction (JS)

Table 7 reveals the factors of the predictor variables, and it shows that Rate of pay (predictor variables) have a significant impact on job satisfaction as because the value is lower than the significance level of 0.05. The significant value for Rate of pay is 0.000 which is less than 0.05 (Sig = 0.000 < 0.05) therefore, showing that Rate of pay have a significant impact on job satisfaction. It means when Rate of pay increased by one unit, the job satisfaction is probable to increase by 4.244 units.

CONCLUSION

The study concluded that the job satisfaction is varies with every person. Therefore, many studies conducted on job satisfaction. The study investigates the level of job satisfaction of tourism & hospitality employees and examined the impact of intrinsic and extrinsic factors on job satisfaction and their performance. Finally, study observed an impact of emolument (monetary factors – pay/salary) on job satisfaction of tourism & hospitality employees. Simple random sampling method is used to select 377 respondents from Shimla regency, South Gate hotels and some tourism agency. Warr, Cock and Wall (1979) 'job satisfaction survey' structured scale is used. The result has shown that 110 employees (29.2%) are highly satisfied with their job, 134 employees (35.5%) are moderately satisfied with their job and 133 employees' (35.3%) satisfaction are found low with their job. And Intrinsic factors and Extrinsic Factors have positive impact on employees' job satisfaction. Lastly, it is seen that rate of pay increased by one unit, the job satisfaction is probable to increase by 4.244 units.

RECOMMENDATION

This study suggested that employees of tourism & hospitality are satisfied but employer should need to focus more on employee job satisfaction policies to get improvement in their job performance. They need to focus more on pay, because when pay increase then employees job satisfaction level increase. Factories can also improve the relationship with fellow workers working there.

IMPLICATION

Employees are the assets of the organization. So, satisfaction of employees is main focus. The intrinsic and extrinsic factors are very significant factors of job satisfaction. So, other researcher can consider these two factors for their study. For tourism & hospitality employees, 'Pay' is very important factor. So, tourism & hospitality employer can consider this factor in priority. By interacting with more tourist, Government improves its economy. So, Government can impose more flexible laws to tourism & hospitality employees.



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