

# JOB SATISFACTION IN HOTEL EMPLOYEES: A SYSTEMATIC REVIEW OF THE LITERATURE

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## ABSTRACT

Hotel employees' job satisfaction is very important to their performance. In a systematic review of the previous literature on hotel employees, it was found that the most studied variable was job satisfaction; there were no other systematic reviews on the topic. In this review, performed in the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct between 2000 and 2014, 51 studies were found.

These studies indicated that satisfaction is crucial to the financial performance and prosperity of hotels and acts a mediator in customer satisfaction. Contributing to greater satisfaction are factors such as greater autonomy and independence, greater power of decision making, flexible schedules, better working conditions, and training. The factors that promote dissatisfaction are wages and reduced benefits. The studies also indicated that a higher level of job satisfaction can have a direct impact on increasing the financial performance of the hotel. The implications of this study for hoteliers and directors relates to the creation of adequate working conditions to increase job satisfaction and provide hotel employees with a greater sense of subjective well-being.

Keywords: Systematic Review, Hotel Workers, Job Satisfaction.

JEL Classification: L83

## 1. INTRODUCTION

In 1976 Locke defined job satisfaction as a positive state resulting from an individual's evaluation of his or her work or work experiences. In 1997 Spector claimed that job satisfaction is a general feeling or a set of attitudes towards the various aspects of work based on the attention given to cognitive processes. Currivan indicated in 2000 that job satisfaction is a multidimensional concept based on cognitive and affective states, integrating individual factors (Bettencourt & Brown, 1997; Cunha, Rego, Cunha, & Cabral-Cardoso, 2007; Currivan, 2000) based on the work itself or on the individual's interaction with it. This concept has been explained by characteristics such as age, gender, salary, work content (Padmakumar, Swapna, & Gantasala, 2011), promotions, supervision, the characteristics of

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colleagues, physical spaces (Cunha et al., 2007), self-esteem, self-efficacy, internal control locus, emotional stability (Judge & Bono, 2001), and emotional intelligence (Kafetsios & Zampekatis, 2008).

Studies have been performed to understand the relationship between satisfaction and: (a) addictive behaviors (Santos & Paiva, 2007); (b) service (Rebouças, Legay, & Abelha, 2007); (c) physical health (Leite & Carvalho, 2011); (d) performance (Bernhardt, Donthu, & Kenett, 2000; Bowling, 2007; Gu & Siu, 2008; Valdés-Flores & Campos-Rodriguez, 2008); (e) empowerment (Harris, Wheeler, & Kacmar, 2009; Hechanova, Alampay, & Franco, 2006; Laschinger, Finegan, Shamian, & Wilk, 2004; Pelit, Öztür, & Arslantür, 2011); (f) individual factors or general job satisfaction (Almeida, Faisca, & Jesus, 2012; Karatepe, Urludag, Menevis, Hadzimehmedagic, & Baddar, 2006; Mazler & Renzl, 2007; O'Neil & Davis, 2011); (g) work-family conflict (Calvo-Salguero, Carrasco-González, & Lecea, 2010; Karatepe & Sokmen, 2006; Qu & Zhao, 2012; Padmakumar et al., 2011); (h) organizational commitment (Chen, 2006; Currivan, 2000; Feather & Rauter, 2004); (i) hospitality (Aksu & Aktlas, 2005; Fisher & McPhail, 2011; Fisher, MacPhail, & Mengetti, 2010; Gallardo, Sánchez-Cañizares, López-Guzmán, & Jesus, 2009; Gunlu, Aksarayli, & Perçin, 2009); (j) workers, customers, and financial performance (Chi & Gursoy, 2009; Donovan, Brown, & Mowen, 2004); (k) work and intention to quit (Chang, Jiang, Klein, & Chen, 2012; Chen, 2006); (l) self-esteem, self-efficacy, and emotional stability (Judge & Bono, 2001); (m) national culture (Sledge, Miles, & Coppage, 2008); (n) flexibility (Lee, Magnini, & Kim, 2011); and (o) virtual work (Golden & Veiga, 2008).

Other studies have attempted to understand the importance of satisfaction in the workplace in general. In 1995 Thomas and Ganster mentioned that job dissatisfaction could have consequences for psychological well-being. Later, in 2001, Judge, Thoresen, Bono, and Patton, in a literature review composed of 301 articles, indicated the existence of a moderate correlation between satisfaction and work performance and asserted that satisfaction is a predictor of performance. Other authors (e.g., Judge & Watanabe, 1994; Saari & Judge, 2004; Tait, Padgett, & Baldwin, 1989) have underlined that satisfaction is directly associated with life satisfaction and that this relationship can be reciprocal. In 2004 Saari and Judge reported that job satisfaction could be strongly influenced by working conditions, which is why organizations should continue to work on a set of measures aiming to increase satisfaction and prevent job dissatisfaction from influencing an individual's life satisfaction and well-being. In hotels in particular, satisfaction has been associated with less effort, acceptance of the existing policies, the best possible salary (Locke, 1976), working hours (McNamara, Pitt-Catsouphes, Matz-Costa, Brown, & Valcour, 2013), employees' behaviors, service excellence (Bettencourt & Brown, 1997), and even family conflict (Namasivayam & Zhao, 2007), with some results indicating that organizational justice (Nadiri & Tanova, 2010), affective commitment (Lee, Song, Lee, Lee, & Berhard, 2013; Namasivayam & Zhao, 2007), emotional intelligence and intellectual capital (Kafetsios & Zampetakis, 2008), working conditions (Poggi, 2010), and the type of organization (Ogaard, Marnburg, & Larsen, 2008) are directly associated with higher levels of job satisfaction. Similarly, their absence leads to negative behaviors, such as wanting to leave the company (i.e., turnover intention), showing an attitude of indifference and passivity, and, in extreme cases, exhibiting a total lack of interest in the work context (Cunha et al., 2007).

As pointed out by Dawson et al. (2011), companies are aware of the importance of satisfaction in hotel workers. Furthermore, in a previous systematic review (Borralha, Jesus, Valle, & Viseu, in press), in which studies about hotel professionals published between 2000 and 2014 were collected from the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct databases, it was noticed that the most studied variable among these professionals was job satisfaction. However,

we have not identified any previous systematic reviews of studies about the satisfaction of hotel workers. It is important to study job satisfaction because, as a general attitude that relates to subjective well-being, it can influence employees' performance as well as the work itself. While a range of other important variables exists in the context of hospitality workers, job satisfaction has gained a leading role because of its complexity and the combination of many other variables that play a very specific role in individuals' satisfaction. As a variable that results from the combination of multiple factors, it is important to identify these factors so that, in a universe of subjectivity, managers can organize a set of objective measures that increase this satisfaction and play an important role in each worker's need.

Accordingly, it is important to understand the role that job satisfaction plays for employees, what its predictors are, how it can translate into a higher or lower quality of work, and even whether or not it relates to increased productivity and profitability for companies. This article aimed to collect and condense information about which variables are associated directly and indirectly with increasing satisfaction by condensing and grouping the main results presented in the articles collected in the systematic review. Our aim was to review the articles published on the satisfaction of hotel professionals to understand how this construct is related to productivity, profitability, performance, overall satisfaction, and subjective well-being by condensing, gathering, and reducing the spread of information that exists on this issue and understanding how it mediates or is mediated by other constructs that are directly related to the health of organizations. With the information collected we hoped to contribute directly and indirectly to increasing employees' subjective well-being, organizational health, and productivity by improving their performance. A greater understanding of this variable, as well as the perception that a focus on satisfaction equates to better individual and organizational health, meaning more satisfied and committed individuals, will enable the managers of hotel properties to create a set of actions that can trigger this satisfaction. Condensing this information and pinpointing the factors that promote and predict job satisfaction as well as job dissatisfaction may be beneficial for managers by clarifying the role that job satisfaction plays and indicating how human resources can be managed, taking into account the healthy balance between the employees, the managers, and the outcome of the hotel operation itself.

## 2. METHOD/PROCEDURE

This review was conducted in January 2015 based on the Web of Knowledge, Web of Science (Social Sciences Index Expanded, Social Sciences Citation Index, Medline), and Science Direct databases. We used the variables "hospitality," "tourism," and "hotel" and crossed them with "professionals," "employees," and "workers." A filter was added for the years of publication to collect all the references published between 2000 and 2014. Table 1 indicates the number of references found from the crossing of the variables.

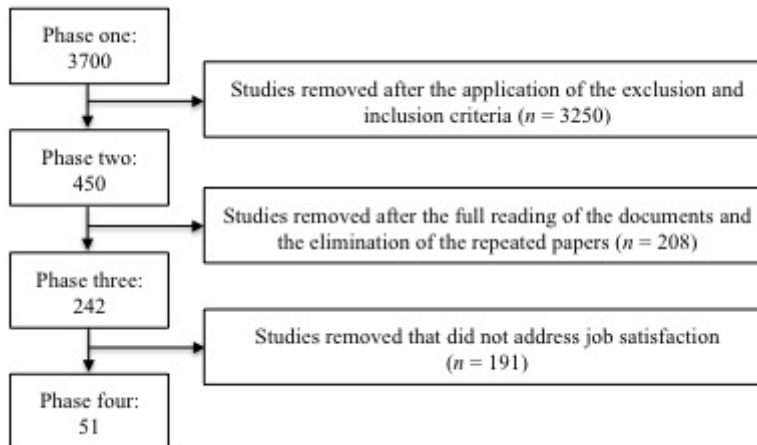
**Table 1. Number of references resulting from the keyword crossing**

Variables	Crossings	Nº references
Hospitality	Professionals	134
	Employees	407
	Workers	282
Tourism	Professionals	517
	Employees	313
	Workers	304

Hotel	Professionals	313
	Employees	894
	Workers	536

In phase one, resulting from the crossing of the variables, 3700 references were collected. In phase two all the references that did not portray satisfaction from the perspective of hotel employers were excluded: references that: (a) portrayed the reality of other professionals than hotel ones; (b) approached hoteliers from the perspective of customers and not workers; (c) addressed the theme of hotels but without studying the employees' perspective; (d) lacked an empirical approach, and (e) did not focus on job satisfaction. In addition, the following inclusion criteria were taken into account: (a) the presentation of the studied variables (i.e., job satisfaction); (b) studies conducted using questionnaires validated for the populations concerned; (c) the existence of information about what was studied, how it was studied, and what the obtained results were; and (d) studies realized in several countries and in different contexts to avoid skewness in the results. The exclusion and inclusion criteria meant that the only studies contemplated were studies that addressed the variable job satisfaction directly from the perspective of hotel employers and not others as well as studies that addressed employees from the hotel industry and no others. Based on these criteria, 450 references were selected. In phase three, after reading and eliminating repeated references, we achieved a final sample of 242 articles about hotel employees. This procedure was performed in a previous study (Borralha et al., in press), in which we found that job satisfaction was the most studied variable. In the context of the research conducted on hoteliers, we identified 51 studies (phase four). We took into account all the references that considered job satisfaction as a dependent, independent, or mediator variable (Figure 1).

**Figure 1. Flow of studies in each phase of the systematic review**



For each of the 51 articles that portrayed satisfaction, the following information was collected: (a) references; (b) sample; (c) methodology; and (d) main results.

### 3. RESULTS

This literature review on job satisfaction in hotel staff identified 51 articles realized in different countries that met the inclusion criteria. Of the total number of studies, 42 were conducted with employees and 4 with directors, 4 were mixed, and 1 was a meta-analysis. The most used measure was the Minnesota Satisfaction Questionnaire (MSQ) (8 studies).

Of the 51 articles, the majority were published from 2008 onwards, so we can infer that the knowledge relating to this variable, in this context, is recent. Table 2 indicates the main information about the studies collected.

**Table 2. Main results of the studies conducted about job satisfaction in hotel workers**

References	Sample	Methodology	Main results
Upchurch, R., Davies, R., & Sverdlin, O. (2000)	202	Experimental study; descriptive statistics	The results indicated that wages, safety, and working conditions are the basis of motivation and contribute to above-average satisfaction levels.
Lam, T., Zhang, H., & Baum, T. (2001)	287	Experimental study; ANOVA; t-test for independent samples	Employees with higher levels of education were not satisfied with work and presented higher levels of aggression. Higher education levels and working in the organization for over ten years were synonyms of dissatisfaction, especially when the leadership was autocratic and the employees felt that they did not have an important role at work. The main factors of satisfaction were maturity and promotion prospects.
Karatepe, O., & Sokmen, A. (2006)	723 (52.7% males)	Experimental study; self-report questionnaires; confirmatory factor analysis; internal consistency analysis (Cronbach's alpha); correlation analysis	Work-family and family-work conflict, intention to leave, role conflict, and conflict of ambiguity; ambiguity of paper, work-family conflict, and family-work conflict were significant predictors of service recovery performance and the intention to leave. Greater job satisfaction decreased the intention to leave the hotel. Stress related to role and work-family conflict showed a significant negative relationship with the satisfaction of front-office employees. This situation was not verified for work-family conflict.
Hechanova, R., Alampay, R., & Franco, E. (2006)	954	Experimental study; self-report questionnaires; correlation analysis; independence tests; ANOVA; ANCOVA	Psychological empowerment was positively correlated with job satisfaction and performance. Despite intrinsic motivation being associated with higher levels of empowerment and job satisfaction, it did not moderate the relationship with empowerment, job satisfaction, and performance. Males showed greater empowerment than females.
Karatepe, O., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006)	448 (63.8% males)	Experimental study; self-report questionnaires; confirmatory factor analysis; correlation analysis	Competitiveness, self-efficacy, and effort were performance predictors. However, the direct effect of competitiveness in performance was stronger than the effect of effort. The direct effect of self-efficacy on job satisfaction was stronger than the effect of effort. Job satisfaction was negatively correlated with the intention of leaving, while performance was not.
Namasivayam, K., & Zhao, X. (2007)	93	Experimental study; hierarchical linear regression	Family roles that interfere with work roles were negatively associated with satisfaction. The affective component of organizational commitment had a stronger direct effect on satisfaction than the normative component. Affective commitment moderated the effects of job roles on work satisfaction.
Mazler, K., & Renzl, B. (2007)	752	Experimental study; exploratory factor analysis; regression analysis	The existence was confirmed of an asymmetric relationship between satisfaction involving individual and collective factors. Colleagues, managers, development, and the content of work were not important if workers were satisfied, but if they started to become dissatisfied, the abovementioned factors became important. Salaries and responsibility were positively correlated with satisfaction. Time and maturity were useful factors to increase satisfaction.

Tian, X., & Pu, Y. (2008)	413	Experimental study; factor analysis	In China the satisfaction levels in the hotel industry were low and differed with age and gender. The factors that contributed to employees' satisfaction were the growth opportunities in the company and the growth of hotels.
Gu, Z., & Siu, R. (2008)	892 (52.9% males)	Experimental study; self-report questionnaires; descriptive statistics; correlation coefficients; regression analysis	Weak interpersonal skills were the biggest limitation of the labor force. Job satisfaction was correlated with performance. Training opportunities, wages, and benefits, as well as perceived support, were important predictors of job satisfaction.
Ogaard, T., Marnburg, E., & Larsen, S. (2008)	734	Experimental study; correlation analysis; regression models	Employees' perception of their work environment differed from directors' perception. Employees perceived the organization less organically. Both perceptions were positively associated with the subjective evaluation of performance, commitment, and satisfaction.
Yang, J. (2008)	428	Experimental study; Pearson correlation coefficients; multiple regression models	Socialization of employees enabled the organization to benefit from increased commitment and satisfaction and a decline in the number of new professionals wanting to leave. Commitment determined the intention to leave, while satisfaction reinforced commitment.
Sledge, S., Miles, A., & Coppage, S. (2008)	81	Observational study; observation; structured interview	The results partially supported the theory and suggested that culture influences the degree of satisfaction. It reinforced the importance of the work itself to satisfaction. The hygiene factors that promoted job satisfaction were salary, company, and administration policies.
Brown, S., & Lam, S. (2008)	28	Meta-analysis	The perception of service quality by customers mediated the relationship between satisfaction and customer satisfaction.
Gallardo, E., Sanchez-Canizares, S., Lopez-Guzmán, T., & Jesus, M. (2009)	2064 (Andaluzia) 461 (Algarve)	Experimental study; self-report questionnaires; t-test; logistic regression; ANOVA	An acceptable level of job satisfaction in both regions was registered. The importance of wages in reported satisfaction was not confirmed.
Chi, C., & Gursoy, D. (2009)	2023; 3346; 250	Experimental study; self-report questionnaires; structural equation modeling	Customer satisfaction had a positive impact on financial performance. Employee satisfaction had no significant direct impact on financial performance. The indirect relationship between employee satisfaction and financial performance was mediated by customer satisfaction.
Gunlu, E., Aksarayli, M., & Perçin, N. (2009)	123 (64% males)	Experimental study; self-report questionnaires; internal consistency analysis (Cronbach's alpha); exploratory factor analysis; t-test for independent samples; correlation analysis; regression analysis	Overall, intrinsic and extrinsic work satisfaction had a significant effect on normative and affective commitment. The dimensions of job satisfaction did not have a significant effect on the directors' continued commitment. When age was considered, wages and academic instruction established a significant relationship with extrinsic work satisfaction. Wages indirectly affected affective commitment.
Duygulu, E., & Kurgan, O. (2009)	293	Experimental study; hierarchical regression analysis	A strong correlation between entrepreneurial behavior and satisfaction was obtained. Entrepreneurial behavior explained 75% of satisfaction.
Liao, S., Hu, D., & Chung, H. (2009)	303	Experimental study; structural equation modeling	Satisfaction mediated the relationship between organizational commitment and leader-employee relationship.

Kim, B., Murrmann, S., & Lee, G. (2009)	320	Experimental study; confirmatory factor analysis; hierarchical regression analysis	The role of stress in satisfaction was significantly higher in females and supervisors than in males and non-supervisor employees.
Zhen, L., & Jie, J. (2009)	218	Experimental study; regression models; Kaiser-Meyer-Olkin test; multiple regression analysis	Three factors were related to work satisfaction: (a) wages and organizational structure; (b) hotel direction; and (c) interpersonal relationships. A relationship was not indicated between gender, education level, marital status, number of working hours, department, position, and satisfaction.
Karadal, H., & Arasli, H. (2009)	400; 1155	Experimental study; confirmatory factor analysis	Employees perceived that their work environments were politically dominated and that there were limitations on issues related to growth, salary increase, and training, resulting in a reduction of their satisfaction and in negative attitudes and behaviors.
Yang, Y. (2010)	671 (71.2% males; 28.8% females)	Experimental study; self-report questionnaires; descriptive analysis; confirmatory factor analysis; structural equation modeling	Role conflict, burnout, socialization, and autonomy at work were significant predictors of job satisfaction. The greater the job satisfaction, the greater the commitment and the lesser the intention to quit.
Nadiri, H., & Tanova, C. (2010)	248	Experimental study; correlation analysis; hierarchical regression	Compared with procedural justice, distributive justice was the greatest predictor of all the studied variables. The sense of fair outcomes that employees had exerted a greater impact on the intention to leave, satisfaction, and organizational citizenship behaviors than the perceived fairness of the firm's procedures. Although satisfaction was related to organizational citizenship behaviors, organizational justice was the factor that had the greatest impact on satisfaction and organizational citizenship behaviors.
Fisher, R., McPhail, R., & Menghetti, G. (2010)	3606; 7896	Experimental study; self-report questionnaires; internal consistency analysis (Cronbach's alpha); t-test for independent samples; measures of association; Cohen's d; Spearman correlation	Commitment, job satisfaction, and organizational citizenship behaviors were significantly associated with financial performance but not with customer satisfaction.
Hon, A., & Lu, L. (2010)	286	Experimental study; structural equation modeling	In expatriates, affective trust mediated satisfaction with organizational commitment. Affective trust mediated satisfaction with expatriates and altruism towards these.
Lee, C., & Way, K. (2010)	359	Experimental study; factor analysis; multiple regression analysis	Different factors had different roles in measuring the satisfaction and retention of employees according to different work characteristics. Factors of the work environment, such as location, communication, results, and departments, might be studied independently of other work characteristics.
Lee, G., Magnini, V., & Kim, B. (2011)	210 (52% females)	Experimental study; self-report questionnaires; structural equation modeling	Emotional intelligence and satisfaction served as antecedents of satisfaction with the flexibility of the working schedule. The intention to leave was a consequence of dissatisfaction with flexible working hours.

Fisher, R., & McPhail, R. (2011)	1792; 3969	Experimental study; self-report questionnaires; internal consistency analysis (Cronbach's alpha); t-test for independent samples; regression analysis; ANOVA	The operation of an internal labor market was supported by effective human resource management policies and actions associated with high levels of commitment and job satisfaction and lower intentions to quit.
Pelit, E., Ozturk, Y., & Arslanturk, Y. (2011)	1854 (59.2% males)	Experimental study; self-report questionnaires; correlation analysis; linear regression	The positive aspects that were more related to satisfaction were the relationships with colleagues and physical working conditions and the most negative were low salaries. Psychological and behavioral empowerment had a significant effect on satisfaction; this effect was higher when these variables were considered together.
O'Neill, J., & Davis, K. (2011)	98; 66	Experimental study; structured interviews and questionnaires; regression analysis; t-test for independent samples	The main stressors were interpersonal stress and workload. Hotel directors felt more stress than employees paid by the hour. The stressors of employees and colleagues were linked to symptoms of negative physical health. Interpersonal stress at work was linked to job satisfaction and the intention to leave.
Fock, H., Chiang, F., Au, K., & Hui, M. (2011)	564	Experimental study; confirmatory factor analysis; principal component analysis	The collectivist orientation raised the effect of self-determination in satisfaction.
Dawson, M., Abbott, J., & Shoemaker, S. (2011)	741	Experimental study; principal component analysis	The following organizational factors were taken into account: (a) management principles; (b) the relationship with customers; (c) work variety; and (d) job satisfaction, as well as personal factors: (a) principles; (b) leadership; (c) risk taking; and (d) precision.
Zhao, X., Qu, H., & Ghiselli, R. (2011)	121	Experimental study; structural equation modeling; MANOVA; confirmatory factor analysis; estimation models of maximum likelihood	Work-family and family-work conflict had a significant negative association with job satisfaction. Only family-work conflict decreased the cognitive evaluation of work. Affective reactions had a significant positive correlation with life satisfaction. Conflict situations, in which the family interferes with work, were negatively associated with life satisfaction.
Kim, W., & Brymer, R. (2011)	305	Experimental study; structural equation modeling	Ethical leadership was positively related to satisfaction and affective commitment. Satisfaction was positively related to organizational commitment.
Almeida, M., Faísca, M., & Jesus, S. (2012)	303 (65.1% females)	Experimental study; self-report questionnaires; Pearson correlation coefficient; hierarchical regression analysis	The effect of mediation clarified the importance of affective commitment, overall satisfaction, and satisfaction oriented towards the client on work features (work motivation, perception of alternatives, and sacrifice perception) and how these aspects affect workers' behavioral intentions as regards the leaving intention and recommendation of the organization.
Qu, H., & Zhao, X. (2012)	121	Experimental study; self-report questionnaires; analysis of hierarchical regression; MANOVA; ANOVA	Employees subject to less conflict between work and family transported positive aspects of day-to-day activities to the workplace. There was a management effort to create a favorable organizational climate for employees' families.
Jang, J., & George, R. (2012)	609	Experimental study; confirmatory factor analysis; structural equation modeling	Performing more than one task simultaneously contributed positively to job satisfaction and negatively to turnover intentions.



Zhao, X., & Namasivayam, K. (2012)	284	Experimental study; hierarchical regression analysis	Self-regulatory processes were moderators between work–family conflict and satisfaction. High levels of work–family conflict negatively influenced satisfaction in individuals with a focus on chronic promotion.
Lee, J., & Ok, C. (2012)	309	Experimental study; structural equation modeling	Emotional intelligence had: (a) a direct and positive impact on emotional effort and personal development; and (b) a direct and negative influence on emotional dissonance and depersonalization. Indirectly, emotional intelligence affected satisfaction and emotional exhaustion through the mediation of personal accomplishment and emotional dissonance. Emotional dissonance affected, directly and indirectly, depersonalization and satisfaction, respectively, by emotional exhaustion. Emotional effort affected personal fulfillment directly and satisfaction indirectly through personal achievement.
Bilgin, N., & Demirer, H. (2012)	271	Experimental study; correlation analysis; regression analysis	Perceived organizational support had a positive effect on both commitment and satisfaction. Affective commitment had a positive effect on satisfaction.
Lee, C., Song, H., Lee, H., Lee, S., & Bernhard, B. (2013)	387	Experimental study; structural equation modeling; confirmatory factor analysis	Organizational trust positively affected satisfaction, which in turn had a positive effect on customer orientation.
Kong, H. (2013)	1012	Experimental study; structural equation modeling	There was a positive relationship between supervisors who support the work–family dynamic and career skills. Career skills contributed positively to satisfaction and job involvement.
Yeh, C. (2013)	336	Experimental study; structural equation modeling	There was a positive relationship between tourist involvement and satisfaction and between tourist involvement and commitment to satisfaction. Commitment was a partial mediator between tourist involvement and satisfaction.
Lin, J., Wong, J., & Ho, C. (2013)	587	Experimental study; confirmatory factor analysis	Work–leisure conflicts were negatively related to the quality of life. Satisfaction with leisure provision systems was positively related to the quality of life. The effect of leisure provision systems on satisfaction with leisure was greater than that on satisfaction.
Madera, J., Dawson, M., & Neal, J. (2013)	130	Experimental study; multiple regression models	Directors who perceived climate diversity positively showed less ambiguity and role conflict and more satisfaction. Ambiguity and role conflict were mediators of the relationship between satisfaction and climate diversity.
Cheng, P., Yang, J., Wang, C., & Chu, M. (2013)	377	Experimental study; confirmatory factor analysis; analysis of hierarchical regression; mediated regression analysis	An ethical framework was a significant predictor of satisfaction and intention to leave. Work values and perceived organizational support moderated and mediated the relationship between the ethical context and the working answers.
Ineson, E., Benke, E., & László, J. (2013)	622	Experimental study; principal component analysis with varimax rotation; Pearson correlation coefficient	Personal satisfaction gained by participation and recognition, social involvement, career development, salaries, and benefits were identified as potential contributors to job satisfaction. For loyalty the following contributors were identified: (a) commitment to the directors and company; (b) working conditions; (c) benefits; (d) service; (e) location; (f) career; and (g) status. The way in which directors treat employees and the positive benefits of social involvement in the workplace had a greater impact on loyalty than maturity.

Lee, C.-S., Chen, Y.-C., Tsui, P.-L., & Yu, T.-H. (2014)	492	Structural equation modeling; factor analysis; correlation analysis; regression analysis	A positive climate of innovation positively influenced satisfaction. The organizational level positively influenced both the innovation climate and satisfaction.
Chiang, F., Birtch, T., & Cail, Z. (2014)	302	Interviews; confirmatory factor analysis; hierarchical regression analysis	Work pressure decreased satisfaction. This relationship was mediated through work content, training, and rewards.
Zopiatis, A., Constanti, P., & Theocharous, A. (2014)	482	Structural equation modeling	A positive association between involvement and normative and affective commitment to satisfaction and between organizational commitment and satisfaction was registered. Negative associations were found between affective commitment, satisfaction, and intention to leave.
Arasli, H., & Baradarani, S. (2014)	314	Structural equation modeling	Leadership, management by facts, employee orientation, and continued improvement were positively associated with satisfaction.

#### 4. DISCUSSION

Satisfaction is one of the main traits that companies require of hotel workers (Dawson et al., 2011). Most of the studies agreed on the factors that promote satisfaction. According to the literature (e.g., Lee & Way, 2010), several factors have different weights in satisfaction, depending on workers' individual characteristics, so this aspect makes addressing job satisfaction in hotel contexts a complex task. The most frequently mentioned factors were: (a) wages, benefits, training, workplace safety, working conditions, salaries, and promotions (Fisher & McPhail, 2011; Gallardo et al., 2009; Gu & Siu, 2008; Ineson et al., 2013; Lam et al., 2001; Mazler & Renzl, 2007; Upchurch et al., 2000; Zhen & Jie, 2009); (b) the type of work and the feeling of doing things (Gallardo et al., 2009; Sledge et al., 2008); (c) socialization (Yang, 2008, 2010); (d) entrepreneurial behavior (Duygulu & Kurgan, 2009); (e) organizational justice (Nadiri & Tanova, 2010); (f) relationships with colleagues and physical conditions at work (Gallardo et al., 2009; Pelit et al., 2011; Zhen & Jie, 2009); (g) leadership (Arasli & Baradarani, 2014; Kim & Brymer, 2011); (h) perception and support (Bilgin & Demirer, 2012; Fisher & McPhail, 2011); (i) flexible working hours (Gallardo et al., 2009; Lee et al., 2011); (j) tourist involvement and commitment (Yeh, 2013; Zopiatis et al., 2014); (k) the working environment (Madera et al., 2013); (l) the type of organization (Lee et al., 2014; Ogaard et al., 2008); (m) the importance of the work (Gallardo et al., 2009); (n) affective commitment and autonomy (Yang, 2010; Zopiatis et al., 2014); (o) empowerment (Hechanova et al., 2006); (p) an innovation climate (Lee et al., 2014), and (q) financial results (Fisher et al., 2010). No studies were found that presented different results from the analyzed ones. Although most studies indicated a direct relationship between demographic factors and satisfaction (Tian & Pu, 2008), there was no consensus between researchers. In a study performed in 2009, Zhen and Jie did not establish any relationship between gender, education level, marital status, and the number of working hours, department, position, and job satisfaction. However, these results were not the same in most of the realized studies.

Apart from demographic characteristics, studies were consensual in identifying some predictors of job satisfaction, namely: (a) growth prospects within the organization and the hotel unit growth (Tian & Pu, 2008); (b) competitiveness, self-efficacy, and effort (Karatepe et al., 2006); (c) empowerment (Fock et al., 2011; Pelit et al., 2011); (d) the ability to perform multiple tasks simultaneously (Jang & George, 2012); (e) feelings of collectivism (Fock et al., 2011); (f) ethical behavior (Cheng et al., 2013); (g) emotional intelligence

(Lee et al., 2011; Lee & Okay, 2012); (h) personal satisfaction, social involvement, wages, and benefits (Ineson et al., 2013); (i) trust in the organization (Lee et al., 2013); (j) greater satisfaction with life (Qu & Zhao, 2012); (k) career skills and support from the supervisor (Kong, 2013); (l) a low education level (Gallardo et al., 2009); and (m) work in independent hotels (Gunlu et al., 2009). Studies also indicated a number of factors that contribute to work dissatisfaction. These factors were: (a) the existence of conflicts and high levels of academic training (Karatepe & Sokman, 2006; Lam et al., 2001; Lin et al., 2013; Namasivayam & Zhao, 2007; Pelit et al., 2011; Qu & Zhao, 2012; Zhao et al., 2011); (b) low wages and job security, policies, and inadequate administration (Gallardo et al., 2009; Sledge et al., 2008); (c) problems with colleagues (O'Neil & Davis, 2011); (d) the existence of multiple stressors (Karatepe & Sokman, 2006); (e) a rigid system of leadership and few growth opportunities (Karadal & Arasli, 2009); (f) pressure at work (Chiang, 2014); (g) low organizational commitment (Zopiatis et al., 2014); (h) reduced work prestige and advanced age (Gallardo et al., 2009); and (i) few tasks to accomplish (Jang & George, 2012). The results of the intention to leave, the high staff turnover rate, and the consequences of such turnover, which affect profitability, all seem to be directly connected to low satisfaction levels (Cheng et al., 2013; Karatepe et al., 2006; Yang, 2010; Zopiatis et al., 2014) and the stress felt at work (Kim et al., 2009). On the other hand, the highest satisfaction levels increase the intention to stay and loyalty towards the business (Gu & Siu, 2008). Based on the results collected from studies conducted in various countries, which were thus independent of the cultural context, it is understood that satisfaction is largely related to financial results (Fisher et al., 2010); this aspect underlines the necessity to improve subjective well-being in current hotel management.

Some of the major limitations presented by the studies were: (a) the sample representativeness (Almeida et al., 2012; Fisher et al., 2010; Gallardo et al., 2009; Gu & Siu, 2008; Gunlu et al., 2009; Pelit et al., 2011; Qu & Zhao, 2012); (b) the measures used (Gu & Siu, 2008; Karatepe & Sökmen, 2006; Karatepe et al., 2006; Lee et al., 2011); (c) the collection of data in different periods, possibly causing distortion in the perception of working conditions in each of the different regions studied (Gallardo et al., 2009); (d) the use of few variables related to satisfaction (Almeida et al., 2012; Chi & Gursoy, 2009; Lee et al., 2011); (e) the use of satisfaction as a one-dimensional construct (Chi & Gursoy, 2009); (f) studies of satisfaction and other relatable concepts that can easily contribute to misunderstandings in the results' interpretation (Qu & Zhao, 2012); and (g) the use of the same sample to evaluate all the constructs addressed (Karatepe & Sökmen, 2006; Karatepe et al., 2006). The use of different measures for the same construct can interfere with the main results, meaning that it is difficult to pinpoint the aspects of the construct that indeed were evaluated. The same applies to the different country samples. Different country samples should be evaluated with regard to their relationship with the variable job satisfaction before they are included in studies.

Another limitation of this work is that it should have divided the employees into different categories, meaning that general employees should appear in a different category from managers and so on. In our paper 42 studies were performed with employees, 4 were conducted with directors, and another 4 were mixed. Different aspects of job satisfaction can have different impacts on employees depending on their working category. Future studies should contemplate this reality.

Because of this, the results presented must be interpreted with caution, since the generalization of results can be imprecise and produce skewness, making it difficult to generalize them to other populations than the ones studied.

## 5. CONCLUSIONS

Regardless of culture, satisfaction is one of the most important factors in the profitability, financial performance, and efficiency of organizations (Yang, 2010), acting as a mediator between customer satisfaction and financial performance. Several factors contribute to satisfaction. Organizations must adapt their methods of management in terms of human and financial resources through the creation of mechanisms that allow their employees to have: (a) more autonomy and independence; (b) decision-making responsibilities; (c) safety; (d) flexible schedules; and (e) better physical working conditions (Gunlu et al., 2009). Associated with increased satisfaction is the training given to employees. Managers should invest in training, allowing employees to address different personal work-related questions with implications for work results related to emotional intelligence, self-efficacy, stress, conflict resolution, and general satisfaction with life. The major difficulties in these areas are directly related to greater job dissatisfaction and consecutively lower performance levels and efficiency of organizations. The results also indicate that wages and reduced benefits are determinants of dissatisfaction and poor performance. Thus, we suggest the realization of further studies to enable the assessment of employees' performance either using the salary issue or offering a range of promising benefits, prompting organizations to consider the importance of more balanced wages and better benefits for hotel employees. Future studies should take into account different working classes of employees as well as the relation between job satisfaction, productivity, and profitability, as there are not enough studies promoting such information.

From the perspective that satisfaction mediates customers' satisfaction and their return to the hotel, this return reflects better financial performance, so it is extremely important to make a detailed assessment of the cost analysis. An evaluation comparing the costs of the implementation of a program to increase job satisfaction with increased company profitability figures is essential to provide information about the influence of this concept on hotel profitability. This analysis would highlight the importance and the benefit for the staff and company of the implementation of standards and rules for increasing employee satisfaction. Likewise, we suggest the realization of meta-analyses to clarify the results. The implications from this study for the professionals leading organizations are the responsibility to create better working environments, providing working conditions that facilitate the feeling of greater job satisfaction and well-being. Managers and directors should address the issue of job satisfaction from a perspective other than cost and a factor that is no concern of their own, providing their staff with better working conditions and a set of benefits that are favorable to the working hotel staff. We believe that a change in job satisfaction will be apparent in the actual human resource management paradigm.

As regards the academic implications, the results of this study may call for further studies in areas that cross the study of variables directly related to job satisfaction as well as studies that comprehend and deepen the relation between staff job satisfaction and increased productivity and profitability.

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