Exploring the influence of workplace culture on employee satisfaction in Star hotels of Delhi

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Abstract:
This study explores the complicated relationship between employee satisfaction, work life balance and workplace culture in the context of Delhi's five-star hotels. Given the fierce competition and focus on providing outstanding guest experiences in the hospitality sector, it is critical to comprehend how workplace culture contributes to employee satisfaction. Using a mixed-methods approach, information was gathered from staff members including top level management to lower-level staff at Delhi's five-star hotels. A well-structured questionnaire has been used for collection of data. The study looks at important aspects of workplace culture, such as work-life balance initiatives, freedom of speech, communication techniques, employee recognition programs, and organizational ideals, and how this affect worker satisfaction. According to preliminary research, having a strong workplace culture with open communication, encouraging leadership, chances for professional development, and a friendly work atmosphere greatly raises levels of satisfaction. The study provides insightful information about the processes through which workplace culture shapes employee perceptions and experiences, emphasizing the significance of fostering a positive and inclusive culture in star hotels to improve employee satisfaction, retention, and overall organizational performance. On the other hand, negative aspects like a lack of communication, hierarchical barriers, inadequate recognition, and a poor work-life balance negatively influence job satisfaction among hotel employees has been incorporated.

Keywords: Workplace culture, employee satisfaction, work life balance, Delhi, hospitality industry.

Introduction:
Businesses of hotel industry all over the world depend on the food and beverage sector, and to stay ahead of the competition and please customers, they are always looking to improve the services they provide. The quality of services provided by the hotel industry is largely dependent on the actions of its workforce. Workers are essential to their clients' satisfaction and loyalty (Saner, T., & Sadikoglu, G. 2016). The dynamic interplay between ethical leadership, fair employment standards, and employee job satisfaction is crucial in Delhi's luxury hotel industry. Luxury hotels in Delhi are the beating heart of hospitality; they represent principles that go beyond simple business dealings and are the pinnacle of service quality. This study explores the significant impact that moral leadership and just employment policies have on workers' job satisfaction in this sector. The complex and dynamic hospitality industry faces several structural and perception challenges, including "low
profitability, a high rate of labour turnover, inadequate wages, challenging work environments, and lack for individual growth” (Marinakou, E., & Giousmpasoglou, C. 2019). The culture of the company is shaped by ethical leadership, which also directs behaviour toward morally sound decision-making. In the realm of upscale hotels, where providing exceptional customer service is of utmost importance, moral leadership emerges as not only a preferred quality but an essential requirement. It includes openness, morality, and a dedication to creating a work atmosphere in which staff members are respected and feel appreciated (Selvanayagam, B. L., & Thiagarajan, M. 2017). Fair employment policies also have a significant impact on how luxury hotels perceive their workforce. As customers have always been the most important factor in the hospitality sector, and companies have never stopped attempting to comprehend the needs and trends of their customers' satisfaction while concentrating on expanding their operations (Chung, H. et. Al. 2021). An inclusive culture, fair treatment, and equal advancement opportunities all contribute to a positive work atmosphere. Fair employment practices become essential for drawing in and keeping top talent in the cutthroat luxury hotel industry in Delhi, where talent is highly valued. Nonetheless, the impact of moral leadership and equitable employment procedures on worker job satisfaction in Delhi's upscale hotel sector is profoundly practical and goes beyond theory. A competitive edge and long-term success in an industry where the morale and hard work of frontline workers determine the quality of the visitor experience necessitates investments in ethical leadership and equitable employment policies (Kuria, S., 2012). This study aims to investigate this complex link by utilizing knowledge from both theoretical frameworks and empirical research conducted in Delhi's upscale hotel sector. It attempts to provide insightful information for industry practitioners, policymakers, and scholars alike by looking at how moral leadership and just employment practices affect workers' job satisfaction. This will help to foster a deeper understanding of the dynamics that support organizational success in this distinctive and dynamic sector.

Outline of Hospitality Industry of India

The top local and foreign players in the hotel and hospitality sectors are covered in the study on the Indian hospitality market. The hospitality industry in India is young and vibrant. For foreign and domestic companies looking to enter the country's hospitality market, there is more room for growth. The Park Hotel, ITC Hotels, Lemon Tree Hotels, Taj Hotels, and Oberoi Hotels & Resorts are a few of the leading companies in the industry. The boom in hotel construction has given India's hospitality industry a significant boost. Occupancy rates in the industry increased between 60 and 67% over the previous year. Average rates (ARR) have entirely recovered despite this, indicating a noteworthy increase of 37-99% over the previous year. As a result, compared to last year, Revenue per Available Room (RevPAR) has increased by an astounding 89–91% this year. Hotel firms have accelerated their growth efforts this year due to a strong rebound in demand, which has resulted in a more than 35% rise in brand registrations by keys when compared to last year. India is expected to receive 481 projects with 57,879 rooms, according to the Top Hotel Projects building database. For instance, by FY26, LTH intends to add 2,600 rooms, whereas IHCL hopes to include 8,700. Furthermore, Marriott International plans to open 12 hotels in India this year, adding about 1,200 rooms to the chain’s existing
inventory in the region. By signing 21 properties under nine different brand portfolios last year, the Radisson Hotel Group further increased its presence in India. Delhi is one of the most engaging cities of India where falls of international and domestic tourist is on high ratio which provide a platform for hotel employees to explore by serving international guests as well. As the report of Mistry of Tourism, India Proportion no of international tourist arrivals in India during April 2024 and January-April was highest as shown in figure below:

Percentage Share of Foreign Tourist Arrivals in India during April 2024 and January-April 2024 among the top 5 ports

![Image of tourist ratio in major cities](image_url)

**Figure-1 Ratio of Tourist in major cities of India**

Source: Ministry of Tourism statics April 2024

**Work culture of luxury hotels in Delhi**

One of the busiest entry points into India is Delhi, which offers a wide range of lodging options, from five-star luxury hotels with deluxe restaurants, coffee shops open around-the-clock, swimming pools, travel agencies, and shopping arcades, to guest houses and middle-range hotels that provide good services and comfortable accommodations, to affordable tourist lodges. A few hostels for working women, tourist hostels, service apartments, camping sites, and dharmshalas are also available. Staff is the hotels' primary source of long-term competitive advantage. Numerous problems that hotel industry workers experience force them out of their jobs. Hotel personnel have a significant influence on how the business is run because they are essential to the establishment's expansion. For hotels to succeed, people management and retention are crucial. The invaluable staff of the hotel sector is the primary driver of its success. Effective and efficient work performed by employees is the cornerstone of a profitable hotel operation. Amidst the fierce competition of today, the hotel industry ought to focus on expanding its companies and encouraging employees to be happier in their roles (Selvanayagam, B. L., & Thiagarajan, M. 2017). There is a noticeable difference between Old Delhi and
Modern Delhi, also referred to as Lutyens' Delhi, in terms of architecture, construction materials, and layout. But the history of modern Delhi begins more than a century ago, when the British moved their capital from Calcutta to Delhi. Traveling across the world is worthwhile for the wide-open streets, avenues, and buildings that make up modern-day New Delhi, which was created by Lutyens. While there are researchers who recognize the positive aspects of employee turnover, the term is typically associated with negative aspects due to the work involved in hiring new employees, the costs of training them to fill vacant jobs, and their adverse impact on customer satisfaction (Chung, H. et. Al. 2021).

**Job satisfaction:**

Job satisfaction is defined as employees' attitudes and sentiments about their work-related tasks. Employment satisfaction is the culmination of employees' attitudes and perceptions regarding their job. An employee's level of happiness at work is influenced by both the demands of their position and their own expectations. Work satisfaction has a major impact on how productive and efficient employees are (Bandara et. Al. 2022). Generally speaking, job satisfaction is seen as an overall perspective concerning one's work and is described as all of the emotions one has toward one's employment. Scholars have endeavoured to not only underscore the significance of job happiness as a financial metric, but also to investigate the myriad factors that may impact employees' reactions on their work (Gallardo, E. et al. 2010). Satisfaction with work is one of the most important factors in determining a company's success because employees are the main factor that determines whether organizational operations are successful or unsuccessful. Employees are dissatisfied with their jobs when it comes to managerial decisions, internal standards, salary settlements, and advancement opportunities. Employees with high levels of happiness are generally more engaged, profitable, and reluctant to quit than unsatisfied workers. The greatest amount of work satisfaction among employees is necessary to promote good work conduct, devotion, love, and discipline (Puspitawati, N. M. D., & Atmaja, N. P. C. D. (2021).

The primary understanding of happiness at work is that it is a phenomenon that arises when an employee's expectations and the job's characteristics align to assess an employee's level of contentment. That is to say, it can be seen as a good sense of attachment to a particular job and is crucial for morale, consistency, interest, and efficiency (Kabak, K. E., et. Al., 2014). (Saner, T., & Sadikoglu, G. 2016) stated that contentment at work is a key strategy used to inspire workers to give their best effort. Its common knowledge that happy employees are more imaginative, creative, and productive. Given that most people spend a large amount of their lives at work, it follows that job satisfaction is a crucial aspect of life satisfaction and has a profound impact on an individual's whole existence (Saner, T., & Sadikoglu, G. 2016). Employment happiness is a worker's perspective or state of mind on the context of their work. Minimal absences from work, strong interactions, a trained worker, and minimal turnover are all benefits of job fulfilment for employees in the hotel sector (Bandara et. Al. 2022). There are many factors that include overall job satisfaction including long working hours, less wages, insufficient motivations and promotions and many more. Basnyat, S., & Clarence Lao, C. S. (2020) in their study investigate the factors related to insufficient pay and benefits, a number of factors, such as unfavourable working circumstances, a lack of supervisor support, age-tenure, and inter-role conflicts, can
contribute to job discontent. The association among satisfaction with work and intention to leave was investigated by Basnyat, S., and Clarence Lao, C. S. (2020) in a setting of corporate culture. According to his research, divisions and companies with high-performing cultures also had workers who were more satisfied with their jobs, as evidenced by their superior performance and capacity to draw in and keep bright people. For teams and companies with underperforming traditions, the converse was accurate. The study contended that the intention to leave one's job was negatively correlated with happiness at work, and the strength of this association was influenced by corporate culture (Basnyat, S., & Clarence Lao, C. S. 2020). Personal variables and work circumstances are the two categories into which the early stages of happiness at work can be divided. Because each set of determinants for employment happiness are interrelated, a mix of personal and work environment characteristics influence job fulfilment. However, other elements that contributed to job fulfilment were mentioned, including interactions with others at work, external variables, specific job skills, internal factors, and the calibre of leadership. The characteristics of job satisfaction were categorized into four groups: the organization itself, the nature of the work itself, other people—such as coworkers or supervisors—and rewards—like pay or perks (Al-Ababneh, M. M. (2017). The level of work satisfaction with reference to gratification and optimistic experience always provide a distinct experience on employee of an organisation. Al-Ababneh, M. M. (2017) explain the complete experience during work by mentioning the positive behaviour, attitude, emotional attachment for his/her work directly proportional to job satisfaction on a worker in his/her current organisation. He also claimed that negative impression during workplace is relatively give a displeasure on work in the same organization. The author also confirmed that job enjoyment is the effect of position’s distinguishing environment and feeling of coworkers related to other worker’s feelings towards virtual work, comparative colleagues, work experiences, and competent levels (Al-Ababneh, M. M. 2017). One's thoughts or sentiments about their employment and their place of work have an impact on their level of job satisfaction. Numerous factors, including compensation practices, the relationship between an employee and their supervisor, the standard of the physical environment and amenities, and both financial and other rewards, could have an impact. Therefore, "it is the duty of an organization to offer its workforce exciting and genuinely fulfilling work." (Umasuthan, H., & Park, O. J. 2018). In the hotel sector, job satisfaction has been linked to an increase in a variety of positive employee behaviours, including cooperation among coworkers, a dedication to the organization, and a commitment to providing guests with good service. These practices and attitudes support the hotel's capacity to provide excellent customer service and foster repeat business. A higher level of employee happiness may spur employees to take more initiative and, in turn, lead to higher levels of visitor satisfaction and profitability. This is crucial for the hospitality industry's organizational reform and sustainability (Selvanayagam, B. L., & Thiagarajan, M., 2017). Bandara et. Al. (2022) point out the breadth of the task and an employee's expectations of the organization or place of employment are two critical components of job satisfaction. Employee health facilities rank highly (Bandara et. Al. 2022). Two categories exist for job satisfaction. The first category consists of the actual workplace and a few associated elements. The second consists of personal characteristics that the employee will offer to the position, such as personality and
prior experiences. Since both sets of antecedents frequently interact to affect job happiness, a combination of an individual's traits and the features of the work environment define job satisfaction (Al-Ababneh, M. M. 2013). Marinakou, E., & Giousmpasoglou, C. (2019) in their study discuss very important primary issues facing the sector is a high rate of employee turnover, which is frequently caused by unsociable work schedules. Paying exceptional workers was also found to be a contributing factor in turnover. The majority of participants mentioned that in order to provide a more alluring employee package, their companies want to pay more than other companies in the market. But the data showed that providing opportunities for advancement and having a positive workplace culture were more important for retaining talent than money (Marinakou, E., & Giousmpasoglou, C. (2019). Staff in divisions and companies with cultures that perform well also had greater levels of job satisfaction, as evidenced by their excellent performance and capacity to draw in and keep talented workers. For departments and organizations with underperforming cultures, the opposite was true. The study contended that the intention to leave one's job was negatively correlated with job satisfaction, and the strength of this association was influenced by corporate culture. When employees compare the current to the past, their inclination to leave generally increases (Basnyat, S., & Clarence Lao, C. S. 2020). It is thought that a staff member's choice to stay with a company or leave is greatly influenced by their work environment. Resignation is the result of job discontent. Nonetheless, the worker may assess the benefit of looking for a new position. When looking for a different work, the individual considers all of the positions that are open to them. Additional comparison is made between current employment and the best available alternatives. Finally, a decision is made to either stay in the current position or leave it (Kuria, S., 2012). Individual variables and work environment factors are the two categories into which the antecedents of job satisfaction can be divided. Because both sets of antecedents for job happiness are interrelated, a combination of human and working environment characteristics determines job satisfaction (Al-Ababneh, M. M. 2017).

Lifestyle equilibrium

Work life balance also known as lifestyle equilibrium is very important aspect while discussing the overall job satisfaction. Work life balance is directly proportional to the satisfaction at workplace as happiness at workstation/organization provide an enthusiasm and positive attitude to a human being which result a balance in personal life and professional life. Abdien, M. (2019) define the work-life balance (WLB) as is contentment and productive functioning at work and at home with little friction. It can be accomplished by taking into account three factors: participation balance (the intellectual connection with both professional and personal concerns), time ratio (distributing equal time to work and home), and enjoyment ratio (equal contentment with work and family. (Abdien, M. (2019). Low WLB raises absences and lowers staff morale. On the other hand, a high WLB results in a better life, which raises productivity at work. It is a given that employees who are content in their personal lives will also be content at work. WLB is therefore thought to be a crucial component that affects an employee's decision to leave their company. For workers to have a positive work-life balance and for firms to deploy their workforce effectively, job satisfaction is essential. Employee assessments of the employment status, organizational support levels, and work environment can all be used to predict how
satisfied workers are with their jobs. An employee is more likely to be stable, productive, and successful in achieving organizational goals when they are happy in their job. An employee is more likely to be stable, productive, and successful in achieving organizational goals when they are happy in their job (Bustamam, F. L., 2014). Abdien, M. (2019) talked regarding balancing work and personal lives and satisfaction with interaction. Employee satisfaction with various components of company communication is measured by a concept called communication satisfaction (CS).

**Material & Methods:**

This study is based on primary as well as secondary data. Secondary data is collecting from various published research paper, govt. and other websites A well-structured questionnaire has been used for collecting the primary data. There were 38 staff from different hotels of Delhi has been participated in this study. Respondents from luxury hotels of Delhi including higher level management to lower-level staff were the part of this study. Question has been framed on various aspect like working hours, workplace culture, carrier development, salary & wages, work life balance, freedom to speak, coordination with co-workers, relation with higher authority, technology adoptions and many more. Factor analysis has been conducted to explore the relationship between multiple items

**Result & Discussion:**

The factor loadings represent the correlation between the variables and the factors. The communalities represent the proportion of variance in a variable explained by the factors. The factor analysis suggests that there are 5 underlying factors in the data. These factors could be interpreted as:

1. Job satisfaction and organizational pride
2. Co-worker relationships and communication
3. Resource availability and work-life balance
4. Career development and growth opportunities
5. Workplace culture and policies

The factor analysis results suggest that the data can be summarized into five factors that explain 51.87%, 53.80%, 53.19%, 70.65%, and 56.01% of the variance in the data, respectively. These factors can be interpreted as follows:

**Factor 1: Job Satisfaction and Work Environment**

This factor includes variables related to job satisfaction, such as whether the employee is happy working with their current organization, whether they would recommend the company to their friends and acquaintances, and whether they look forward to going to work every day. It also includes variables related to the work environment, such as whether the employee has a positive co-worker network and whether they feel like they have the freedom to voice their opinion at work. While asking the reason of motivation for overall job satisfaction to the respondents, 34.2% replied with the carrier advancement opportunity in the current organisation whereas 26.3% replied that they satisfied with a respectful treatment by all level of management.
21.1% responded that overall job satisfaction depends on the compensation or pay scale. The result shows that future advancement/opportunity is prime factor for overall job satisfaction.

**Figure-2 Overall job satisfaction**

**Factor 2: Work Resources and Tools**

This factor includes variables related to the availability of resources and tools needed to do the job, such as whether the organization provides all the resources and tools needed to do the job well, whether employees are willing to use the latest technology, and whether the latest technology adoption meets the needs of the department and fits the employees' tasks.

**Figure-3 Resources and tools providing by the organisation**

When employees were asked about the resources and technology adoption within their organization, 43.6% respondent were strongly agreed, 28.2% were agree, 17.9% disagree and 10.3% employees were strongly disagreed. This shows the ratio of strongly is quite high, resultant star hotels are being provide the latest technology and tools.

**Factor 3: Career Development and Advancement**

This factor includes variables related to career development and advancement, such as whether the employee believes that their superior values and listens to their ideas, whether they believe an employee has adequate opportunity to speak freely with the highest person in the management in this organization, and whether there
is room for personal development, such as skill and expertise. 51.3% of respondent’s values reputation and culture, career development, work-life balance, 20.5% of respondents have the opinion for career development whereas 20.5% think that work-life balance. The result shows that maximum employee consider all the factor are mandate for efficiently working environment in an organisation.

**Factor 4: Work-Life Balance and Stress**

This factor includes variables related to work-life balance and stress, such as whether the employee has enough time to focus on new ideas each week, whether they have enough time to accomplish their work, whether they usually bring their work home with them or end up working on weekends and holidays, and whether their job is causing unreasonably high levels of stress. Around 31.6% respondent replied that they have lacking work-life balance and toxic company culture, 27.7% was unhappy with low salary structure and 13.2% think of poor management system.
Satisfaction level related to personal and professional life indicate that 30.8% employee were highly dissatisfied, 25.6% were dissatisfied to maintain the relation whereas only 23.1% were found highly satisfied. Long working hours, poor salary is the main factor for this.

**Factor 5: Organizational Culture and Policies**

This factor includes variables related to organizational culture and policies, such as whether the employee believes that the company has fair promotion policies for all employees, whether the boss treats all the co-workers fairly, and whether the company's wellness initiatives are sufficient.
Work culture of any organisation plays an important role in motivation towards work productivity. While asking regarding work culture and its effects to the employees, 59% employees agreed that work culture motivate them to work in same organisation, 69.2% agreed that work culture is important to improve performance and productivity. 12.8% agreed that work culture attract the best talent. The result stated that work culture is again a most important factor to sustain and retention of the employees in any organisation.

**Conclusion:**
These factors can provide insights into the strengths and weaknesses of the organization's HR retention policies and help identify areas for improvement. For example, if the organization scores low on Factor 1, it may indicate a need to improve job satisfaction and work environment to retain employees. Similarly, if the organization scores low on Factor 4, it may indicate a need to address work-life balance and stress to retain employees. Work culture, relation with co-employees, work life balance, future growth is very essential to retain the employees in any organisation. A healthy and fare work culture helps in balancing personal and professional life. Even though long working hours and less salary and wadges are main factor which demotivate employees towards work, but many hotels in India is improving the working hours to a limit. Wadges of trainees is also needed to improve to attract new talent within the industry. Overall job satisfaction is essential to balance the personal and professional life. A hassle-free environment also plays an essential role to retain the employees.

**Limitation of the study:**
As hotels often seem to very busy, hence it is quite very difficult to receive data from hotels. Therefor the response is limited from different hotels. It required more no of response for a good and fruitful result. The study is also limited to star hotels of Delhi; the study can be done in different country as well as cities.

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