



# Job Stress and Employees' Satisfaction in the Hospitality and Tourism Sector of North East India

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**Keywords:**

Employees, Hotel industry, Job satisfaction, Job stress, India, West Bengal.

**Abstract.**

In the modern times, the demand for hotel and tourism services is increasing rapidly. As a result, hospitality employees face enormous professional pressure at work. This work pressure causes them stress at work. Since job satisfaction is a prerequisite for providing the highest quality services, it largely depends on the level of stress in the workplace. In this study, determinants of job stress have been identified first and then an attempt has been made to study the impact of job stress on employees' satisfaction. The study has been conducted with the help of primary data collected from the sample respondents from the study region. The study applies factor analysis and multiple regression analysis. The study confirmed that Eustress has direct positive relations with the job satisfaction of employees. Since, the study reveals that Duration of Work (DW), Job Profile (JP), and Expectation of Management (EM) have positively influenced job satisfaction. HR Policy (HRP) and Work Pressure (WP) negatively affected job satisfaction and these aspects should be taken care of by the management.

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**Kata Kunci:**

Karyawan, Industri perhotelan, Kepuasan kerja, Stres kerja, India, Benggala Barat.

**Abstrak.**

Di zaman modern ini, kebutuhan akan jasa perhotelan dan pariwisata semakin meningkat pesat. Akibatnya, karyawan perhotelan menghadapi tekanan profesional yang sangat besar di tempat kerja. Tekanan kerja inilah yang menyebabkan mereka stres dalam bekerja. Karena kepuasan kerja merupakan prasyarat untuk memberikan layanan dengan kualitas terbaik, hal ini sangat bergantung pada tingkat stres di tempat kerja. Dalam penelitian ini, faktor-faktor penentu stres kerja telah diidentifikasi terlebih dahulu kemudian dilakukan upaya untuk mempelajari dampak stres kerja terhadap kepuasan karyawan. Penelitian dilakukan dengan bantuan data primer yang dikumpulkan dari sampel responden di wilayah penelitian. Penelitian ini menggunakan analisis faktor dan analisis regresi berganda. Studi tersebut menegaskan bahwa Eustress memiliki hubungan positif langsung dengan kepuasan kerja karyawan. Penelitian ini menunjukkan bahwa Durasi Kerja (DW), Profil Pekerjaan (JP), dan Ekspektasi Manajemen berpengaruh positif terhadap kepuasan kerja. Kebijakan SDM (HRP) dan Tekanan Kerja (WP) berdampak negatif terhadap kepuasan kerja dan aspek-aspek ini harus diperhatikan oleh manajemen.

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## **1. Introduction**

In recent times, the Indian economy has been driven by three major sectors - IT, telecommunications and tourism and hospitality. The hospitality industry is people-oriented, which depends on the skills and performance of customers to provide quality services to customers and achieve their goals (Vijayakumar and Vivek, 2018). Hotels under the tourism industry in India have a huge potential to employ a significant number of employees considering their growth in recent years (Gautam, 2021). Customer satisfaction is the ultimate goal of the hotel industry because the customer is considered the king of the hotel industry. To satisfy the king, this industry has irregular and long working hours, heavy workload and strict work schedules of employees (Tan et al., 2020). Characteristics of work such as irregular and long working hours and heavy workload directly affect work. However, the job of a hotel employee is very demanding in terms of tasks and responsibilities. With the rapid growth of the service sector in the global market, competition has intensified and the importance of customer satisfaction has been appropriately emphasized (Gupta and Garg, 2017).

In hotels, work is characterized by unexpected or unpredictable interactions with guests, strict deadlines, night work and long working hours, the same nature of work, higher emotional demands, etc. (Kristensen et al., 2002). Employee dissatisfaction may arise from a variety of sources; dissatisfaction due to stress is one the common issues among the employee. Stress has profound effects on our biology, leading to mental and physical health challenges. The existing literature has provided that stress negatively impact work productivity, companies culture, and an organization's ability to meet its overall goals. Job stress makes employees more prone to error, poor work performance, burnout, mental health issues, and conflict in the workplace (Awasthi et al., 2020). Thus, assessing the employee satisfaction in terms of job stress is imperative as per the present context. For sustainable development at the company level, job satisfaction is particularly important for preventing staff turnover and promoting employee loyalty (Heimerl et al, 2020). Besides, job satisfaction has a positive impact on the quality of products, services, customer relations, and satisfaction, as well as company performance (Wang, 2020).

Therefore, it is necessary to know the factors that determine job stress and job satisfaction in the hotel industry. Job satisfaction in the hospitality industry is essential because a satisfied employee will do his best to meet the needs and wants of his customers. Employees' satisfaction with their work gives the company more opportunities to increase service quality and brand value (Roy, 2017; Roy and Biswas, 2021). Thus, satisfied employees can be more successful (Roy, 2020). Work results also largely depend on work stress. Thus, this paper synthesizes the existing literature on job stress and job satisfaction and identifies some key requirements to consider in the development of existing human resources in the hospitality industry. Therefore, it is necessary to understand the role of employee job satisfaction, its predictors and whether these predictors can increase the productivity and profitability of organizations. The survey took into account the reactions of 371 hotel employees.

## **2. Literature Review**

Stress at work is usually thought of as lethargy. Consequently, the feeling of burnout reduces employees' motivation to perform and perform well, which in turn leads to mental and physical loss (Yong et al., 2020). Therefore, stress creates the feeling that it is difficult to finish work (Chandran and Abukhalifeh, 2021; Wang, 2020). Generalized stress factors such as hostility, anxiety, frustration, and uncertainty lead to employee burnout. Job satisfaction depends to a certain extent on the effort required to do the job (Bello, 2021). The performance of work after the work necessary for the achievement of an individual. Thus, effort, more precisely, less work, is considered one of the important factors of work efficiency. In the restaurant industry, workers have unique skills that vary

from individual to individual. Due to the requirements of the management and policy of the organization, the employees are not able to express their skills to some extent and this creates a huge mental stress on the employee (Heimerl et al., 2020). Thus, acceptance of existing policies can affect employee performance. The economy of West Bengal is based on agriculture (Roy and Biswas, 2018). In order to reform the country's economy, the government initiated the renovation of tourist sites in the last 5 years.

However, due to the political turmoil in the state, tourist spots suffered very badly (Sharma, 2017). Consequently, most hotel clerks cannot pay their salaries regularly. However, the housing industry often offers poor wages and unsatisfactory working conditions (Heimerl et al., 2020). The majority of low wages and lack of overtime wages often force workers to take other jobs (Ariza-Montes et al., 2019). Due to the demanding nature of the work, workers in this sector work long hours (Ariza-Montes et al., 2019). Most of the workers in this field are not in a mentally stable condition because they have to work hard for poor pay. There are jobs like room service, housekeeping, etc. employees have to wait for long hours which makes them dissatisfied. The behavior of highly motivated and recognized employees plays a very important role in organizational effectiveness and guest satisfaction (Awasthi et al., 2020). Even if they misbehave with their peers or subordinates, they negatively affect the overall performance of the organization. Service-oriented employees treat their customers with care and friendliness and effectively respond to their needs, providing them with a better service experience (Lee et al., 2006). These are possible due to the service excellence which employees acquire through their honest efforts. The frontline employees in the hospitality sector are under stress from various sources, such as the unexpected demands of the organization as well from the customers, and even work–family conflicts (Jin, et. al, 2021).

Work- family conflict creates huge mental pressure on the employees which ultimately leads to their low performance. The hospitality sector has been criticized for pitiable working conditions and low wages; and recent research has highlighted the importance of empowerment strategies (Ruiz-Palomo et al., 2020). In a similar vein, Tan et al. (2020) noted the value of a positive work environment which goes beyond monetary compensation. Incentives such as gifts, seminars, meals, and events can all increase employees' motivation (Ruiz-Palomo et al., 2020). However, the level of impact of these factors largely depends on the power of stress and stressors (Brenning et al., 2020). In the hotel sector, the employee turnover rate is relatively high. Since the nature of work within the hospitality industry has increasingly harsh environmental demands imposed upon it. The typical jobs within hotels include hard deadlines, long working hours, unexpected interactions with guests, repetitive work, night and evening work, low influence (control), high emotional demands, shift work, high workspace, and problems with coordination of work (Kristensen et al. 2002). Working in the hotel sector can be stressful and that many employees are vulnerable as there exists low pay and poor working conditions (Lo & Lamm, 2005). The front line employees in the hospitality sector are availing good physical work infrastructure whereas, in most of the cases, the back office employees are deprived of getting basic infrastructure such as ventilation, light, available spaces for them, etc. in the work place (Brenning et al., 2020).

Job stress receives attention in many studies. Researchers have identified different types of stress and the reasons why employees experience stress at work. They also proposed strategies to cope with stress (Pestonjee, 1992). Work stress, turnover and burnout have become the most used words in HR literature (Sharma et al., 2010). Researchers have emphasized that work stress has indirect and direct costs that can lead to critical problems for employees, employers, and the community as a whole (Matteson and Ivancevich, 1982). Role ambiguity, lack of power and conflict are some of the stressors (Burke, 2003; Nelson and Burke, 2000). Another group of researchers identified stress as a major problem in many companies (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner, 2003). Role ambiguity occurs when people lack knowledge about their job requirements (Beehr et al., 1976; Ursprung, 1986; Cooper, 1991; Cordes and Dougherty, 1993; Dyer and Quine, 1998). Demographic

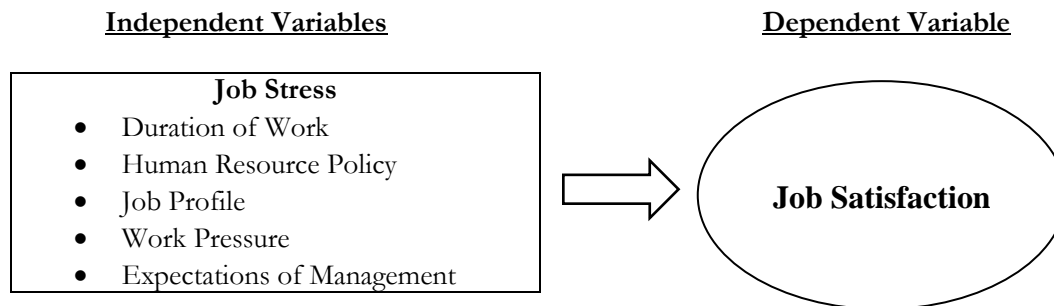
factors have also raised serious concerns among researchers (Burke, 2003). Demographic factors such as employee gender, race, education, age and marital status that affect job expectations and satisfaction (Elangovan, 2001; Bluedorn, 1979).

Job satisfaction is regarded as the positive cognitive process that arises from individuals' work experience (Locke, 1976; Spector, 1997). Currivan, 2000 indicated that job satisfaction is a kind of multidimensional notion based on affective and cognitive state. Job satisfaction is integrating individual factors based on individuals' interaction with work (Bettencourt & Brown, 1997; Cunha, et al., 2007). This concept has been enlightened by characteristics such as gender, age, salary, work content (Padmakumar et al., 2011), promotions, the characteristics of colleagues, supervision, physical spaces (Cunha et al., 2007), self-efficacy, internal control locus, self-esteem, emotional stability and emotional intelligence (Judge & Bono, 2001; Kafetsios & Zampekatis, 2008). In the literature on job satisfaction, some other studies have emphasized satisfaction in the workplace. Thomas & Ganster, 1995 indicated that job dissatisfaction is highly influenced by psychological well-being. Judge & Bono, 2001 mentioned that a moderate correlation exists between satisfaction and performance. Saari & judge, 2004 highlighted that good working condition leads to job satisfaction. In the hotel sector, in particular, satisfaction has been related to working conditions (Poggi, 2010), the type of organization (Ogaard, et al., 2008), and working hours (Ariza-Montes et. al, 2019). Types of organization plays a pivotal role in employee satisfaction since management policy largely depends on the types of organization such as line structure organization, line and staff organization, functional structure organization, matrix structure organization, etc. However, some other pieces of literature have highlighted on job satisfaction leads to employee satisfaction in the service sectors especially in hotels. Tablan, 2015 highlights work itself as one of the primary factors for employee satisfaction. In order to grow and develop as an individual and acquire social recognition and financial security, it is necessary to engage in meaningful work which in turn provides satisfaction to an employee (O'Toole and Lawler 2008, as cited by Tablan, 2005).

Thus, not only work, but 'meaningful work' is imperative for an employee to feel satisfied. The downside of this research work is that it is theoretical in nature and needs to be empirically investigated to gain widespread recognition as one of the factors leading to employee satisfaction. The crucial contribution of the satisfied employees towards the production of world-class products and facilitating are the way towards satisfaction and customer loyalty (Eskildsen & Dahlgard, 2000). Employee absenteeism rate can be reduced by the satisfied employees and increases loyalty towards the organization (Gohel, 2012). The positive relations between employee satisfaction, customer satisfaction, and organizational performance in the service industry have also been observed in the hospitality industry (Matzler & Renzl, 2007). However, it has been observed that several studies have been conducted in the hotel industry worldwide. There is little work in this field in India, especially in North-East India. There is little work specifically on job stress and job satisfaction among workers in this sector in North-East India. The issues that often create stress at work and job satisfaction of employees must be investigated. This aspect motivates the researcher to conduct this study. However, the main objective of this study is to investigate the effect of job stress on job satisfaction of hospitality and tourism workers in North-East India.

**Ho:** There will be no significant prediction of job satisfaction (JS) by the factors of job stress Duration of Work (DM), Human Resource Policy (HRP), Job Profile (JP), Work Pressure (WP), and Expectations of Management (EM).

Based on the hypothesis of the study, the following conceptual model has been developed. Job satisfaction of the hospitality and tourism employee is labeled as the dependent variable. Job stress of the hospitality and tourism employee and its factors has been labeled as independent variable.



**Figure 1.** Conceptual Framework

### 3. Methodology

The study is descriptive in nature based on the primary data. In the article, in addition to the descriptive research, cause-effect relationship has studied hence the present research can be termed as explanatory research. Primary data has been gathered from the sample respondents with the help of structured questionnaire through online mode. Collected data has been performed factor analysis and multiple regression analysis with the help of SPSS.

#### 3.1. Sampling Technique

The respondents of this study were hotel employees. Respondents were selected using stratified random sampling. Stratification is made according to the location (Roy, 2022) of the hotels, i.e. the political locations where the hotels are situated. It consists of eight states - Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, and Tripura (commonly known as the "seven sisters") and the "brother" state of Sikkim (Roy and Biswas, 2018). Five top-star hotels were initially selected from each state, after which fifty questionnaires for each hotel were distributed. Finally, total 400 questionnaires were distributed. In the end, however, 371 comprehensive responses were received. Thus, the sample size of the study is 371. According to Roy, 2022, the sample size is sufficient. The study considers frontline employees of hotels.

#### 3.2. Instruments

Data were collected using structured questionnaires. The survey has been conducted during March 2020 to January 2021. For the purpose of the study, quantitative questions were set in the questionnaire individually for the job stress, and job satisfaction. For the purpose of measure the job stress, job stress questionnaire for employees (Altintas and Turanligil, 2018) has considered. It consists of 19 most significant questions. Each question is scoring on a 10 point rating scale. Further, this 10 point scale has classified into three categories: Strongly Disagree (1-4), Agree Somewhat (5-7), and Strongly Agree (8-10). However, factor analysis has been conducted to reduce the dimensions of stress. For the purpose of measuring the level of job satisfaction of employees in the hotel sector, 20 variables were identified initially. Then questionnaire was designed considering 20 variables and measured them by using 5 points Likert scale. However, the identified variables are Less effort, Acceptance of the existing policy, Salary, Working hours, Employees behaviors, Service excellence, Family conflict, Organizational justice, Employees' motivation, Emotional intelligence and

intellectual capital , Working condition, Type of organization, Work itself, Work-family balance, Psychological empowerment , Self efficiency, Salaries and responsibilities, Growth opportunities, and Socialization.

### 3.3. *Techniques for Analysis*

Factor analysis has been carried on to identify the significant factors among employees on job stress and job satisfaction. Multiple regressions have been conducted to establish the relationship between different factors of stress with job satisfaction among the hotel employees. SPSS-23 has applied to conduct factors analysis and multiple regressions analysis.

### 3.4. *Area of Study*

The study has been conducted in North-East India. The eight states of Northeast India are blessed with scenic beauty, healthy weather, rich biodiversity, rare wildlife, historical sites, distinct cultural and ethnic heritage, and warm and hospitable people (Roy, 2022). The region offers unforgettable places to visit for travelers interested in wildlife, religious, cultural and ethnic tourism, river cruises, golf and much more. The area also offers good opportunities for mountain climbing, hiking and adventure travel.

## 4. Results

### 4.1. *Demographic Characteristic of the Sample*

The respondents principally consist of male and female hotel employees, 39.89 per cent of them were female employees. The majority of them (28.30 per cent) were in the age group of 28-38 years. As far as educational qualification is concerned, a majority of them (36.11 per cent) possess other than any professional qualifications followed by Three Years Degree in Hotel Management (28.84 per cent), Diploma in Hotel Management (19.94 per cent), Tourism Management (15.09 per cent). In terms of their experience, a majority of them possess 5-8 years of experience (37.46 per cent), followed by 8-11 years (28.84 per cent), Up to 2 years (18.59 per cent), and 2-5 years (15.09 per cent). However, in the following table detailed demographic characteristics of the respondents have been shown.

**Table 1.** Demographic Profile of the Respondents

	N = 371	Percentage
<b>Age</b>		
18-28 years	89	23.97
28-38 years	105	28.30
38-48 years	103	27.76
Above 48 years	74	19.94
<b>Sex</b>		
Male	223	60.10
Female	148	39.89
<b>Educational Qualifications</b>		
Diploma in HM	74	19.94
3 years Diploma in HM	107	28.84
Tourism Management	56	15.09
Others	134	36.11
<b>Experience</b>		
Up to 2 years	69	18.59
2-5 years	56	15.09
5-8 years	139	37.46
8-11 years	107	28.84

#### 4.2. Factors Affecting Job Stress among the Hotel Employee

The study reveals that the KMO value is **.822**. It implies that the sample size is adequate. It also appears that significance value is **.000** which is less than 0.05. Hence, Bartlett's test is well significant and we may carry on with Factor Analysis. Further, the Cronbach's alpha for all items are greater than 0.70 which is (.823) significantly desirable.

The questionnaire has been checked for validity with the help of Pearson's Correlation Coefficient. Based on the significant value obtained by Sig. (2 tailed) of  **$0.000 < 0.05$**  for all the items in the questionnaire. On the other side, the count values obtained  **$rx > r$**  table product moment values for all the items. So, this can be concluded that all the items in the questionnaire are valid. However, due to the large size of the table, it was not possible to place it in the article.

The Table 2 exposes that five factors can explain 74.846 per cent of the cumulative variance. Therefore, majority of the characteristic of the collected data can be expressed through said five factors. Here, the Principle Component Analysis for extraction and Varimax with Kaiser Normalization for rotation method have been used. The following table shows the variables which have been clubbed together and take the form the factor.

**Table 2.** Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Percent of Variance	Cumulative Per cent	Total	Percent of Variance	Cumulative Per cent	Total	Per cent of Variance	Cumulative Per cent
1	5.585	27.934	27.934	5.585	27.934	29.934	5.062	23.010	23.010
2	4.860	19.543	47.477	3.860	19.543	47.477	3.693	16.787	39.797
3	2.377	10.803	58.280	2.377	10.803	58.280	2.816	12.798	52.595
4	1.916	8.709	66.989	1.916	8.709	66.989	2.267	11.304	63.899
5	1.288	5.856	72.845	1.288	5.856	72.845	2.188	10.947	74.846

Table 3 exposes that the first factor of job stress clubbed with seven variables, this is named as 'Duration of Work'. The second factor clubbed with four variables, this factor is named as 'HR Policy'. The third factor clubbed with three variables, this factor is named as 'Job Profile'. The fourth factor clubbed with three variables, this factor is labeled as 'Work Pressure'. The last i.e. fifth factor clubbed with two variables, this factor is named as 'Expectations of Management'.

#### 4.3. Relationship between Factors of Stress with Job Satisfaction

In this segment, an attempt has been drawn up to appraise the level of relationship between the five factors of job stress with the job satisfactions of employees in the hotel industries with the help of multiple regression analysis. However, first of all, normality test has been performed and the result of normality has confirmed that parametric test can be performed i.e. data set is somehow normally distributed. Multiple Regression Analysis has been applied to appraise how independent variable affects the dependent variables in the study. Finally, a model has been established based on the Multiple Regression equation:  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_mX_m$

Y is the dependent variable and 'a' is the regression constant estimation.  $b_1, b_2, b_3, \dots, b_m$  are the regression coefficient estimations of 'm' number of independent variables  $X_1, X_2, X_3, \dots, X_m$ . Where,

Y Job satisfaction (JS)  
 X1 Duration of Work (DW)  
 X2 HR Policy (HRP)  
 X3 Job Profile (JP)  
 X4 Work Presssure (WP)  
 X5 Expectations of Management (EM)

**Table 3.** Rotated Component Matrix

	Component				
	1	2	3	4	5
Q5	.979				
Q1	.887				
Q8	.856				
Q4	.749				
Q16	.732				
Q13	.730				
Q3	.698				
Q2		.899			
Q6		.810			
Q11		.768			
Q9		.750			
Q15			.896		
Q19			.687		
Q14			.656		
Q12				.734	
Q17				.726	
Q18				.647	
Q7					.756
Q10					.691

#### 4.4. Multiple Regression Analysis

Here, dependent variable (JS) is taken the overall score calculated with the help of variables in a five point Likert's scale. On the other hand the extracted factors of job stress have been considered as independent variables which are Duration of Work (DW), HR Policy (HRP), Job Profile (JP), Work Presssure (WP), and Expectations of Management (EM). The result of multiple regression analysis has been presented as follows.

**Table 4.** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.900 <sup>a</sup>	.859	.823	.2756	.828	254.272	5	364	.000
a. Predictors: (Constant), DW, HRP, JP, WP, EM									
b. Dependent Variable: JS									

From Table 6, it is observed that the adjusted R square value in this case is .823. This value indicates that the five independent variables in the model account for 82.3 per cent variance in the dependent variable i.e. job satisfaction. There are factors other than these five factors to predict the dependent variable. However, this model is fit since the value of F is statistically significant (.000).



**Table 5.** Result of ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.423	5	17.48	257.042	.000
	Residual	20.407	366	.055		
	Total	107.830	371			
a. Dependent Variable: JS						
b. Predictors: (Constant), DW, HRP, JP, WP, EM						

From the above table it is observed that the significance level is 0.000 ( $p=0.000<0.05$ ). This confirms that the regression model has a probability of less than 0.001 per cent of giving wrong prediction. Hence, the regression model is a suitable prediction model for explaining the independent variables.

**Table 6.** Result of Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.676	.134		5.062	.000
	DW	.060	.004	.441	14.298	.000
	HRP	-.059	.005	-.308	-11.774	.000
	JP	.101	.011	.237	8.963	.000
	WP	-.089	.009	-.268	-9.997	.000
	EM	.109	.012	.283	9.303	.000
a. Dependent Variable: JS						

In the study, independent variables have explained 82.03 per cent fluctuation of dependent variable. All the p values are significant. One unit change in Duration of Hours (DW) leads to .060 units of positive changes in job satisfaction. So, positive change in working hours leads to more positive job satisfaction. One unit change in HR Policy (HRP) results in .059 units of negative change in job satisfaction. One unit changes in Job Profile (JP) results in .101 units of change in job satisfaction. One unit change in Work Pressure (WP) leads to .089 units of negative changes in job satisfaction. One unit change in Expectation of Management (EM) leads in .109 units of positive changes in job satisfaction. However, from the regression equation this is clear that Expectations from Management and Leave and Work Load have the negative impact on Job Satisfaction.

Further, the above table reveals that all the p values are significant ( $p= <0.05$ ). Hence, the stated hypothesis, there will be no significant prediction of Job Satisfaction (JS) by the Duration of Hours (DW), HR Policy (HRP), Job Profile (JP), Work Pressure (WP), and Expectations of Management (EM), is rejected. Duration of Hours (DW), Job Profile (JP), and Expectations of Management (EM) are the significant predictors but HR Policy (HRP) and Work Pressure (WP) have negative impact on Job Satisfaction.

#### The Fitted Model:

$$JS = 0.676 + 0.060 DW + (- 0.059 HRP) + 0.101 JP + (- 0.089 WP) + 0.109 EM$$

## 5. Discussions

The study proves that job satisfaction is greatly influenced by job stress. The stress factors such as Duration of Work (DW), HR Policy (HRP), Job Profile (JP), Work Pressure (WP), and Expectations of Management (EM) are the significant predictors of Job satisfaction. Duration of Work (DW), Job Profile (JP), and Expectations of Management (EM) have a positive impact on job satisfaction. On the other hand, HR Policy (HRP) and Work Pressure (WP) negatively affects job satisfaction. Hence, a low level of job stress indicates high job satisfaction and high performance and vice versa. The study further asserts that all the factors of stress are not positively correlated with job satisfaction.

The nature of the job of frontline hotel staff is to take care of their guests in the best possible way, and to do this they have to go beyond their work schedule. They offer a wide range of services, that is, they work regardless of the social role of work. These services include bell or porters, doormen, housekeeping, room service, waiter/waitress, etc. Hotel managements always try to satisfy their guests at any cost, so hotel employees work under pressure from the employer (Keijsers et al., 1995). The management and staff of this area serve according to the universal principles "Guest is God". According to the survey, despite overtime, the social role of work and pressure from management, hotel workers do everything possible to make their customers happy. Thus, Duration of Work (DW), Expectations of Management (EM) and Job Profile and (JP); can be called "Eustress" factors for hotel workers. On the other hand, management expectations and holidays and workload factors make them fade away. Due to the seasonal nature of work, they have limited opportunities to spend time with family and friends or celebrate during the holidays. Also, their workload is a bit heavy because they have to satisfy their guests at all costs. Therefore, according to research, Human Resource Policy (HRP) and Work Pressure (WP) are "Distress" for hotel employees. The results of this study are supported by the results of Pluut et.al, 2022.

However, the hotel management should take measures to minimize the work stress of the employees. Workplace stress has so many causes; the most important of which are job role expectation, job role clarity, etc. In addition, management must consider workload, work organization, interpersonal relations, supervisor support, organizational policy, and working hours as part of its personnel policy. Thus, stress-free employees can perform better and this can help them feel satisfied and ultimately achieve organizational goals smoothly. The organization should create strong policies to guide employees in a clear direction and organize training programs for employees to reduce stress. Management style should be designed to help employees reduce sources of stress. Working hours and workloads must be determined in a much more personalized way. The work atmosphere and culture, infrastructure, operations and compensation policy must be followed and maintained.

## 6. Conclusions

In hotels that are generally employee-oriented, stress management is particularly important for employees. The study confirmed that Eustress has a direct positive relationship with employee job satisfaction. This conclusion is supported by the findings of Heimerl, 2020. Since then, Duration of Work (DW), Expectations of Management (EM) and Job Profile and (JP) had a positive effect on job satisfaction. Human Resource Policy (HRP) and Work Pressure (WP) have a negative impact on job satisfaction and management should consider these aspects. These two stressors can lead to negative organizational performance. The same conclusions were observed in the existing literature. In addition, the issues of workload and working time are necessary, but they are seen much more disapprovingly. It is somewhat structural in nature, but there is still room for improvement. According to the existing literature, two other stressors are partially important for employee job satisfaction. This study is limited to North-East India only. In the study, the lower levels of hotel workers (front line) were considered as sample respondents. However, the same research model can

be used across the Indian restaurant industry to determine job stress and job satisfaction. Thus, researchers can expand this research in the future.

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