

Research article

Money matters: Job satisfaction in the South African tourism and hospitality industry

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ABSTRACT

As the tourism and hospitality industry in South Africa continues to grow, employee satisfaction has become increasingly critical, given their direct contact with guests. This study aimed to determine the factors influencing job satisfaction among employees in the hospitality and tourism industry in Gauteng Province, South Africa. Using a quantitative approach, a survey questionnaire was administered to 271 employees drawn from hospitality establishments in the Vaal Region. Data were analysed using descriptive and inferential statistics. Five job satisfaction factors, namely, skills and abilities, remuneration, working conditions, management practices, and team spirit, were extracted using exploratory factor analysis. The application of inferential statistics revealed that job satisfaction is influenced by employment type, work experience, and income. The higher the respondents' income level, the more satisfied they were with their skills and abilities, working conditions, and management practices; however, they were least satisfied with remuneration. It is important for this industry to review remuneration levels.

KEYWORDS

Tourism and hospitality; job satisfaction; skills and abilities; remuneration; working conditions; management practices; team spirit

Introduction

Tourism and hospitality are among the most prominent industries globally in terms of the number of people employed within each sector. This is due to tourism and hospitality becoming a global leisure activity (Modi, 2024). This industry has become a significant source of revenue in numerous countries, influencing the economies of all countries involved in this trade (Khoshnevis et al., 2017; Wu & Wu, 2019). Large amounts of revenue are generated in local economies through payments for services and goods that tourists require. This accounts for at least 30% of the global trade in services and at least 6% of total exports of products and services (World Tourism Organisation, 2023). It thus creates numerous employment opportunities in the services sector globally (Gomez-Lopez & Barron-Arreola, 2019; Manzoor et al., 2019; Vazquez et al., 2021). In South Africa, the situation is not different. In the pre-COVID-19 era, specifically 2019, the direct contribution of tourism and hospitality to the South African economy was estimated at 3.7% of GDP, generating earnings totalling ZAR 121 billion and creating 773,533 direct jobs (Statistics South Africa, 2019). The sector has grown significantly in the post-COVID-19 period, with 8.92 million international tourism visitors to South Africa in 2024, a 5.1% increase from 2023 (Department of Tourism, 2025). A report by the World Travel and Tourism Council (2024) highlights that the tourism and hospitality industry in South Africa generated revenue that contributed approximately 8.8% of the country's annual Gross Domestic Product, with around 1.68 million people employed in the sector in 2024. South Africa emerged as the highest-ranking African country in the Travel and Tourism Development Index in 2024, highlighting the sector's critical importance to the country's economic development (Department of Tourism, 2024). Thus, greater career opportunities will arise as the country's tourism and hospitality industry grows.

This article examines the factors that influence job satisfaction at selected tourism and hospitality establishments in Gauteng Province, South Africa. Employees play a crucial role in delivering services that enhance the guest experience, which in turn contributes to the growth and development of the tourism and hospitality industry (Jin et al., 2020; Purwanto et al., 2022). Despite its importance to employees, the tourism

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and hospitality industry has not been viewed as one of the best employers in the country, largely due to low wages, long hours, and limited growth opportunities (Mbane, 2017). Historically, this industry in South Africa has been characterised as highly labour-intensive, with working conditions that pressure employees into long, irregular working hours, reduced wages, and the absence of job security (Lillo-Banuls et al., 2018). Problems naturally ensued, in that despite its growth, the industry continues to face various human resource-related issues. This situation worsened due to the COVID-19 pandemic, which led to job losses for many employees in the sector (Huijbens, 2020). However, since the emergence of the pandemic, job satisfaction has remained a significant issue affecting the performance of both employees and their organisations in the tourism and hospitality industry (Musavengane & Llewellyn, 2022). Since employees are, in most cases, the first point of contact for visitors and guests, there is a need to develop solutions for enhancing job satisfaction in this critical economic sector. Hence, by identifying the factors influencing job satisfaction at selected hospitality establishments in Gauteng province, the study provides managers in the tourism and hospitality industry with information to understand their employees' motivational needs. This will improve employee retention, enabling them to contribute to the growth of this industry and making South Africa a top global destination for tourism and hospitality.

Literature review

Conceptualisation of job satisfaction

Job satisfaction is conceptualised in different contexts. Locke's (1969) widely acknowledged definition specifies that job satisfaction is the pleasurable emotional state resulting from an individual's review of their job as facilitating or achieving their values. However, job satisfaction may also be conceptualised as a collection of attitudes related to various facets of the job (Mardalena, 2020). Consistent with this view, some scholars (Bucheli et al., 2010; Qureshi et al., 2018) conceptualise job satisfaction as a function of the attitudinal connection between employees' job expectations and their actual experiences, including the significance or worth employees assign to their jobs. This perception justifies the view that job satisfaction may be regarded as a match/ degree of fit between the expectations of a job incumbent and the actual job experiences (Bin, 2016). These views further confirm the psychological nature of job satisfaction, which measures employees' perceptions of their past experiences and compensation versus their current feelings about their jobs (Rozman et al., 2017). Job satisfaction is higher when an individual's current job impressions supersede their previous projections (Kara, 2020). Conversely, dissatisfaction arises when an individual perceives that what s/he receives from the job falls short of expectations (Qader, 2021). Therefore, what makes a job satisfying or dissatisfying depends not only on the nature of the job but also on the expectations employees have of what their job should provide.

Factors contributing to job satisfaction

Job satisfaction is a complex and multidimensional factor that becomes apparent when determining the relevant factors influencing it (Abuhashesh et al., 2019; Baxi & Atre, 2024). As Wang and Lee (2009) noted, understanding the main factors that contribute to job satisfaction facilitates the development of initiatives to improve it among employees. Such factors vary among different employees. Some authors (Jiang, 2012; Ariza-Montes et al., 2019) argue that job satisfaction typically encompasses satisfaction with management, pay, peers, job security, promotional opportunities, and company policies. In support, others (Wang & Lee, 2009; Yainahu & Damayanti, 2019) suggest that job satisfaction is influenced by several factors, including organisational policies, administration, supervision, salary, and quality of life. Other authors (Ambad & Bahron, 2012; Brohi et al., 2018) similarly state that job satisfaction is multifaceted, encompassing supervisor-employee relationships, reward systems, career advancement opportunities, relationships with coworkers, and interactions with customers. Within the tourism and hospitality industry, Lingadkar and Sankaranarayanan (2025) found that demographic factors, such as employee age, also impact job satisfaction. Another study by Khairy et al. (2024) concluded that leader behaviours, such as nepotism and other unethical practices, decrease job satisfaction, thereby strengthening employees' intentions to leave. Supina and Singh (2024) found that job satisfaction is associated with perceived work-life quality among employees in selected hotels.

Job satisfaction can be considered a general ranking or the summation of numerous isolated dimensions of job uniqueness (Galanou et al., 2010). Consistently, various employee attitudes towards several job factors, such as satisfaction with communication, colleagues, and recognition, have been identified as possible dimensions of job satisfaction (Lu et al., 2005; Bin, 2016; Wu et al., 2021). Furthermore, Judge et al. (2017) identify three dimensions of job satisfaction: evaluative, cognitive, and behavioural. However, in some cases, people may be satisfied with certain job factors but unhappy with others (Berliana et al., 2018). Job

satisfaction is thus conceptualised broadly, as it involves every characteristic of the job, the person themselves, as well as the working context, which people may discover to be either rewarding and gratifying or frustrating and dissatisfying (Ahmad & Oranye, 2010; Iqbal, Guohao & Akhtar, 2017).

Importance of job satisfaction in the tourism and hospitality industry

In the tourism and hospitality industry, employees are those in direct contact with guests. As the number of guests increases, it becomes of utmost importance to ensure that essential products and services, such as accommodation, food and beverages, attractions and transportation, are readily available (Song et al., 2012; Aprilia & Pangestuti, 2017; Hermawan, 2017). However, providing these products and services within tourism and hospitality establishments depends to a large extent on employees' well-being (Islam & Siengthai, 2009; Heimerl et al., 2020). As such, it is essential for employees to be satisfied with their work, as dissatisfaction will likely lead them to pass their frustration on to guests (Chang et al., 2010; Son et al., 2021). If guests are neither satisfied nor happy with the service, they may not return and may spread negative messages about the organisation (Crawford & Riscinto-Kozub, 2010; Peric et al., 2018). This may result in a bad reputation for the establishment and the tourism and hospitality industry. Conversely, satisfied employees will pass their happiness on to guests, leading to customer loyalty, repeat business, and reputation (Rohman, 2020). Therefore, job satisfaction has implications for the performance of employees, businesses, and industries (Kusluvan et al., 2010; Erselcan & Süral, 2019; Yao et al., 2019). In recognition of the importance of employees to the tourism and hospitality industry, this study aims to gather information related to job satisfaction.

Job satisfaction in the tourism and hospitality industry in South Africa

Specific to the tourism and hospitality industry in South Africa, previous literature provides evidence (e.g., Apollis, 2010; Maumbe & van Wyk, 2011; Mankgele & Fatoki, 2023; Sibanyoni et al., 2024) that has focused on job satisfaction. A study by Apollis (2010) examined job satisfaction among employees in the tourism and hospitality industry of the Western Cape Province. The research found that employees were most satisfied with the content of their work and least satisfied with management practices. In a separate study, Netshidzati (2012) examined the factors contributing to employee absenteeism in the hotel industry of Gauteng province. The study concluded that work-family conflict was the primary cause of absenteeism, followed by strikes, exhaustion, transportation problems, and a lack of management support. Coughlan et al. (2014) conducted a study focusing on the job satisfaction of tourism and corporate employees at a South African golf estate. Their study identified four job satisfaction factors: goal determination, feedback, recognition and creativity, in their research at a respectable South African golf estate. A more recent study by Mankgele and Fatoki (2023) found a correlation between servant leadership and employee satisfaction in the hospitality industry of Limpopo Province. Another recent survey by Sibanyoni et al. (2024) determined and ranked job satisfaction factors in terms of significance among tourism and hospitality employees within South African national parks. Their study indicates that present work is the most significant factor, whereas salary is the least important. A common finding across the studies mentioned above is that employees in the tourism and hospitality industry in South Africa are generally dissatisfied with their working conditions, leading to high labour turnover. However, these studies were limited to a specific context and time, underscoring the need for further research in the same area over time. Furthermore, since the main contributors to job dissatisfaction in South Africa are not well understood, this article analyses specific aspects of job satisfaction and provides more recent information in these areas within the context of the tourism and hospitality industry.

Research methodology

This study employed an exploratory design, utilising a quantitative research approach, to address the need to generalise the results to other hospitality industry environments (Umesh, 2021). Secondary data were collected through a literature review, focusing on the conceptualisation of job satisfaction, factors influencing it, and job satisfaction in the South African hospitality industry. The primary study involved surveying employees in hospitality establishments in the Vaal Triangle Region. The measurement instrument used in the study comprised 35 questions adapted from the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) and a study by Lam *et al.* (2001). The questions were presented on a five-point Likert-type scale, ranging from 1 (very dissatisfied) to 5 (very satisfied), to assess satisfaction. Several ethical considerations were followed when conducting the survey. These included requesting permission before distributing the questionnaire, providing informed consent, and maintaining respondent anonymity and confidentiality. The respondents for this study were 271 employees from 55 selected hospitality establishments in the Vaal Region, in the southern part of Gauteng Province. The hospitality establishments comprised seven hotels, 23

guesthouses, 12 lodges and 20 restaurants. Since information on the number of employees per hospitality establishment in the Vaal region was unavailable, respondents were selected using non-probability convenience sampling, which involves selecting elements that are easily accessible (Rao, 2021). Of the 500 questionnaires issued to respondents, 283 were collected. However, upon screening the collected questionnaires, 12 were discarded because they were spoiled (incomplete or poorly completed), while 271 were deemed suitable for use in the data analysis, resulting in a response rate of 54%. The captured data were analysed using descriptive statistics, factor analysis, *t*-tests, one-way analysis of variance (ANOVA), and Spearman rank-order correlations. The Statistical Package for the Social Sciences was used as the statistical analysis tool.

Results

Demographic details of respondents

Males and females were almost equally represented among the respondents, with the majority aged 20-30 (63%). At least 45% held diploma qualifications, while 62% had been employed in their organisations for at least 5 years. A majority, 67% of the respondents, were on permanent contracts. Regarding the number of working hours per week, 31% of respondents worked 49-60 hours per week, followed by 30% who worked 36-48 hours per week. 51% of respondents worked in customer service departments.

Job satisfaction in the South African hospitality sector

Job satisfaction factors were identified through a Principal Components factor Analysis with oblique rotation (direct oblimin). To determine the factorability of the data, Bartlett's test of sphericity was significant ($p < 0.000$), and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) was 0.955, which is highly acceptable, as recommended by Kaiser (1970). Factors with eigenvalues greater than one were selected using the scree plot method. Of the 35 job satisfaction items considered, five factors with eigenvalues greater than 1.0 were extracted. Factor one had the highest eigenvalue of 17.376, and factor five had the lowest eigenvalue of 1.024. These factors were labelled Skills and abilities, Remuneration, Working conditions, Management skills and Team spirit. Only items that had a loading factor of 0.3 and above were considered. The five factors explained 67% of the variance. The results of the Principal Components Analysis are presented in Table 1.

Table 1: Principal components factor analysis for job satisfaction factors

Feeling about current job:	Factor Loadings				
	F1	F2	F3	F4	F5
Factor 1: Skills and Abilities					
The chance to make use of my best abilities	0.753				
The chance to do something that makes use of my abilities	0.745				
The chance to make use of my abilities and skills	0.700				
The chance to do something that makes use of my abilities	0.694				
The chance to do the kind of work that I do best	0.686				
The chance to do work that is well-suited to my abilities	0.677				
The chance to do different things from time to time	0.621				
The chance to work alone on the job	0.574				
Being able to keep busy all the time	0.563				
The chance to tell people what to do	0.431				
The feeling of accomplishment I get from the job	0.413				
The chance to try my own methods of doing the job	0.405				
Factor 2: Remuneration					
The amount of pay I receive for the work I do		-0.841			
My pay and the amount of work I do		-0.831			
How does my pay compare with pay for similar jobs		-0.806			
My salary		-0.806			
The chance to make as much money as my friends		-0.750			
How does my pay compare with that of other workers?		-0.742			
The chances for advancement on this job		-0.538			
Factor 3: Working conditions					
The physical working conditions of the job			0.744		
The working conditions			0.660		
The physical surroundings where I work			0.648		
The pleasantness of the working conditions			0.629		
The working conditions (heating, lighting, etc.)			0.616		
The working conditions			0.548		
Factor 4: Management Practices					
The way my boss handles their workers				0.536	
The competence of my supervisor in making decisions				0.525	
The way organisation policies are put into practice				0.421	
The freedom to use my own judgement				0.391	
The praise I get for doing a good job				0.296	
Factor 5: Team Spirit					
The way my co-workers get along with each other					0.737
The chance to do things for other people					0.733
The chance to be "somebody" in the community					0.538
The way my job provides for steady employment					0.492
Being able to do things that do not go against my conscience					0.407
Eigenvalues	17.376	2.042	1.730	1.342	1.024
Cronbach's alpha reliability coefficient	0.941	0.927	0.918	0.810	0.757
Inter-item correlations	0.568	0.643	0.652	0.597	0.389
Mean value (standard deviation)	3.36 ± (0.90)	2.70 ± (1.10)	3.30 ± (0.95)	3.16 ± (1.00)	3.60 ± (0.80)

Factor 1, labelled 'skills and abilities', contributed 49.65% of the variance, with a Cronbach's alpha value of 0.941 and an inter-item correlation of 0.568. Skills and abilities had a mean score of 3.36 (67%), indicating that employees were satisfied with utilising skills and abilities in their organisations. The factors included the opportunity to utilise one's best abilities, the chance to do the kind of work one does best, the opportunity to do different things from time to time, and the chance to direct others. Consistent with this result, a study by Nicolaidis (2014) proposes that employee multi-skilling could effectively motivate, incentivise, and encourage them to remain in the hospitality industry as a lifelong commitment. Furthermore, Zwane, du Plessis, and Slabbert (2014) reveal that most employers in the South African tourism and hospitality industry impose higher expectations of competence than learners in the sectoral training programmes can provide after completing their training. Therefore, as the study shows, if employees in the tourism and hospitality industry perceive that their skills and abilities are being underutilised, they will be unhappy and might leave the organisation. Factor 2, labelled remuneration, accounted for 5.83% of the variance, with a Cronbach's alpha of 0.927 and an inter-item correlation of 0.643. The mean value for remuneration was 2.70 (54%), the lowest, indicating that employees were most dissatisfied with their salaries. The factors included the amount of pay received for the work done, the opportunity to earn as much as friends, the chance for advancement in this job, and the way the position provides for steady employment. These results are supported by a study by Mbane (2017), which found that remuneration is among the significant factors contributing to job satisfaction and employee retention in selected hotels in Cape Town, South Africa. The current study thus supports the view that the amount and method of remuneration are essential for increasing the likelihood of success in the organisation, and that current dissatisfaction levels should be addressed; otherwise, it will create adverse effects on the tourism and hospitality working environment.

Factor 3, labelled 'working conditions', accounted for 4.94% of the variance, with a Cronbach's alpha of 0.918 and an inter-item correlation of 0.652. The mean value for working conditions was 3.30 (66%), indicating that employees were generally satisfied. The factors included aspects such as the job's physical demands, the workplace's physical environment, and working conditions. Despite this result, the tourism and hospitality industry in South Africa has been noted for poor working conditions. For example, Akoojee (2009) found that the tourism and hospitality industry in South Africa has unfavourable working conditions, characterised by long working hours, labour intensiveness, low wages, and job insecurity. A study by de Beer (2011) also found that tour guides worked under adverse conditions characterised by low pay, unreasonable working hours and the lack of formal employment contracts. These conditions led to tour guides' dissatisfaction with their jobs. A report by the Department of Tourism (2021) has called for decent working conditions in this critical sector in South Africa, citing its significant economic contribution to the country. Hence, as the present study demonstrates, optimal working conditions are crucial in ensuring that tourism and hospitality employees are satisfied with their work, making continuous improvements in this area necessary.

Factor 4, labelled 'management practices', contributed 3.83% of the variance, had a Cronbach's alpha value of 0.881, and an inter-item correlation of 0.597. Management practices scored a mean value of 3.16 (63%), indicating that employees were generally satisfied with the management's approaches. The factors included how managers handled their workers, the competence of supervisors in decision-making, the way organisational policies are implemented, and the freedom to follow one's own judgment. According to previous research by Ezeuduji and Mbane (2017), management practices characterised by strict supervision are a significant factor contributing to employee turnover in the tourism and hospitality industry in South Africa. Roeloffze et al. (2014) also found that manager-employee relations are a crucial factor in determining the effectiveness of managers in the South African tourism and hospitality industry. Hence, employee empowerment, coupled with meaningful manager-employee relationships, can improve job satisfaction in the tourism and hospitality industry and must thus receive the attention it deserves. Factor 5, labelled 'team spirit', contributed 2.93% of the variance, with a Cronbach's alpha value of 0.757 and an inter-item correlation of 0.389. Team spirit scored the highest mean value of 3.60 (72%), indicating that employees were more satisfied with how they worked together than with the other four factors. The factor included aspects such as how co-workers get along, the opportunity to do things for others, and the ability to do things that do not conflict with one's conscience. A study by Molose and Ezeuduji (2014) in South Africa reveals a surprising result: team culture is not a significant determinant of innovation performance in South African hotels. However, a study by Marais et al. (2017) found that teamwork was an essential factor in the critical success factors for business tourism in South Africa. Heimerl et al. (2020) add that staff who work as a team tend to produce happier guests who are more willing to return to the same tourism and hospitality provider. This results in loyal customers and increased business for the organisation. Therefore, the present study consistently confirms that teamwork is a crucial factor in the satisfaction of tourism and hospitality employees.

Aspects contributing to higher or lower levels of job satisfaction

In addition to having adequate knowledge of job satisfaction, it is crucial to identify aspects that can contribute to higher levels of job satisfaction. In the present study, attention was given to financial matters, as the tourism and hospitality industry is known for offering low salaries. As such, the effects of employment type, income, and work experience were assessed as possible influences on job satisfaction. One-way analysis of variance (ANOVA) was used to test for differences in population means across several groups (Gelman, 2008), in this case, by employment type. Spearman's correlations were computed to examine associations among variables. A Spearman correlation measures the strength and direction of the association between variables (Corder & Foreman, 2014), which were applied to income, work experience, and job satisfaction.

Comparison of job satisfaction by type of employment

Table 2 presents the ANOVA for job satisfaction by employment type. It shows significant differences for working conditions ($p = 0.039$), management practices ($p = 0.010$), and team spirit ($p = 0.001$). Respondents who were permanently employed rated working conditions ($\bar{x}=3.42$, $SD=\pm.95$) higher than those employed on contract and part-time. Post-hoc tests showed that significant differences occurred between employees who were employed on a (3) part-time basis and those employed on a (2) contract, as well as substantial differences between employees on a (3) part-time basis and those who were 1) permanently employed. In terms of management practice, permanently employed respondents rated ($\bar{x}=3.24$, $SD=\pm.97$), higher than those employed on contract and part-time. Post hoc tests showed that significant differences occurred between employees who were on (3) part-time and those who were on (2) contracts, as well as a difference between employees who were on (3) part-time and those who were (1) permanently employed. Lastly, it is also shown that employees on permanent contracts rated team spirit ($\bar{x}=3.66$, $SD=\pm.72$), higher than those employed on both contract and part-time. Post hoc tests showed significant differences between employees who were (3) part-time and employed (1) permanently. Therefore, the job satisfaction of part-time employees is the lowest among permanent employees and contract employees.

Table 2: ANOVA for job satisfaction by type of employment

Type of Employment	(1)	(2)	(3)	F-value	P-value	Effect sizes		
	Permanent	Contract	Part-time			1 with 2	1 with 3	3 & 2
	Mean & Std dev	Mean & Std dev	Mean & Std dev					
Skills and Abilities	3.37 (± 0.92)	3.46 (± 0.77)	3.18 (± 0.97)	1.003	0.368	0.09	0.20	0.29
Remuneration	2.73 (± 0.99)	2.83 (± 0.92)	2.57 (± 1.00)	0.725	0.485	0.10	0.16	0.26
Working conditions	3.42 (± 0.95)	3.37 (± 0.85)	3.00 (± 1.03)	3.287	0.039*	0.05	0.43	0.39
Management Practices	3.24 (± 0.97)	3.22 (± 0.99)	2.69 (± 1.10)	4.685	0.010*	0.02	0.05	0.48
Team spirit	3.66 (± 0.72)	3.46 (± 0.80)	3.17 (± 0.91)	6.735	0.001*	0.25	0.54	0.32

*Statistical significant difference: $p \leq 0.05$

Effect sizes are categorised as small (0.2 – 0.4)**; medium (0.5 – 0.8) *** and large (greater than 0.8) ****

Comparison of job satisfaction by income

Four significant correlations are evident for income level. The higher the income level of respondents, the more satisfied they were with Skills and Abilities ($r_s = 0.140$), Working conditions ($r_s = 0.215$) and Management practices ($r_s = 0.165$) as job satisfaction factors. A medium correlation was evident between income and Team spirit ($r_s = 0.335$). Thus, the higher the income level, the more satisfied respondents were with team spirit as a factor of job satisfaction (See Table 3).

Table 3: Spearman's Rho correlation for job satisfaction by income

Job satisfaction	Correlation Coefficient	Sig.(2.tailed)
Skills and Abilities	0.140**	0.021*
Remuneration	0.024	0.691
Working conditions	0.215**	0.000*
Management practices	0.165**	0.006*
Team spirit	0.335***	0.000*

*small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

Comparison of job satisfaction by selected work experience

Spearman's correlations were computed to determine the strength of associations between the five job satisfaction factors and work experience considered in the study. The results are indicated in Table 4. No significant correlations were observed between job satisfaction factors and respondents' years of service in their organisations. Two significant correlations were apparent between the number of hours worked and job satisfaction factors. There were weak negative correlations between Remuneration ($r_s = -0.170$) and Management practices ($r_s = -0.161$). Seeing that respondents worked longer hours, they were less satisfied with management practices and remuneration as factors affecting job satisfaction. A significant, albeit weak, correlation was evident between the number of years in the current position and working conditions ($r = 0.127$). The longer a respondent has been in a particular position, the more satisfied they tend to be with their working conditions. Three weak positive correlations were evident between the job satisfaction factors and

the number of years respondents had worked in the same organisation. The longer respondents had been with the same organisation, the more satisfied they were with Skills and Abilities ($r_s = 0.139$), their working conditions ($r_s = 0.123$) and the management practices of the organisation ($r_s = 0.151$).

Table 4: Spearman's Rho correlation for job satisfaction by selected work experience

Constructs	Number of years working	Number of hours working	Number of years in current position	Number of years in the current organisation
	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)	Correlation Coefficient Sig.(2. tailed)
Skills and Abilities	0.106 0.081	-0.095 0.117	0.700 0.251	0.139** 0.022*
Remuneration	-0.025 0.687	-0.170** 0.005*	0.010 0.872	0.023 0.702
Working conditions	0.097 0.110	-0.113 0.620	0.127** 0.037*	0.123** 0.042*
Management practices	0.108 0.770	-0.161** 0.008*	0.076 0.210	0.151** 0.013*
Team spirit	0.077 0.206	-0.012 0.849	0.043 0.478	0.094 0.124

* small $r_s = .10-.29$; ** medium $r_s = .30-.49$; *** large $r_s = .50-1.0$

Conclusions and managerial implications

This study investigated factors influencing job satisfaction amongst employees in selected tourism and hospitality establishments in Gauteng Province. It is concluded that skills and abilities, remuneration, working conditions, management practices and team spirit are the main factors influencing employees' job satisfaction in the tourism and hospitality industry. Respondents were very satisfied with skills and abilities and team spirit as critical factors, whereas they were highly dissatisfied with remuneration. Higher levels of job satisfaction were achieved among those in permanent positions, particularly regarding team spirit, management practices, and working conditions. The correlations between income and the job satisfaction factors show the importance of income, as it influences skills and abilities, working conditions, management practices, and team spirit. Longer organisational tenure and role stability influence job satisfaction, indicating that employees have adapted over time, thereby contributing to higher satisfaction levels. The results highlight potential concerns related to fairness and workload-reward imbalances. Therefore, job satisfaction among employees in the tourism and hospitality industry is a multifaceted construct encompassing several dimensions and influenced by various factors.

Several managerial implications can be put forward to enhance job satisfaction in the tourism industry. Managers should consult with current employees on remuneration, as it remains a key factor in job satisfaction. This industry is known for lower salaries, which should be addressed across all sectors. Satisfaction with skills and abilities, as well as team spirit, emphasise the importance of continuous training opportunities and social engagements to build team cohesion. Opportunities for promotion, additional training, and development should be made available to reward hard-working employees. Employees should be given time to voice their concerns, ensuring that good employees are retained and valued. The number of years in a position and at an organisation contributes to job satisfaction, and organisations should therefore take care of these employees as they seem satisfied. Managers in the hospitality and tourism industry should periodically receive training on job satisfaction to acquire the knowledge and skills necessary to keep employees motivated and engaged. Frequent employee surveys should be conducted to gather employees' views on job satisfaction and performance. Once employees realise that they are consulted during decision-making, they will become more loyal to their companies. The study was limited to data only collected from the Vaal Region, which can be expanded to other areas as well.

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