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HUMAN RESOURCE MANAGEMENT PRACTICES AS PREDICTORS OF EMPLOYEES' JOB SATISFACTION IN TOURISM INDUSTRY: A STUDY OF SELECTED HOTELS IN THE LAKE TANA REGION OF ETHIOPIA

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ABSTRACT

In the contemporary era of aggressive business environment, the human resource factor of any organization is considered as a source of sustainable competitive strength, and job satisfaction of employees is regarded as important work place behavior to improve service quality and organizational performance. This research is an exploratory study sought to determine the extent to which human resource management practices can predict employees' job satisfaction in the tourism industry with special focus on selected hotels in the Lake Tana Region of Ethiopia. Six human resource management practices; namely recruitment and selection, employee involvement, training and development, performance appraisal, work condition and compensation practice were used as independent variables to predict job satisfaction of hotel employees. Data was obtained by using structured questionnaire from a total of 294 respondents who were selected from eleven hotels operating in Bahir Dar, an important tourist destination town in the southern shore of Lake Tana. Purposive, stratified and simple random sampling methods were used to select study hotels, departments and respondent employees respectively. Data were analyzed by using Pearson correlation and multiple regression methods. The result of the Pearson correlation indicate that all perceived human resource management practices considered in this study have positive and statistically significant association with job satisfaction. The regression analysis also shows that employee involvement, work condition, performance appraisal and compensation practice have a positive and statistically significant effect on employees' job satisfaction.

KEYWORDS

HRM practices, Ethiopia, job satisfaction, tourism & hospitality industry.

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1. INTRODUCTION

In the emerging era of turbulent business environment, the changing role of human resource management practices from the ordinary organizational duties to a more strategic function has been considered as one of the most important measure of helping organizations overcome the insistent pressure of globalization (Agwu and Ohaegbu, 2015; Dar *et al.*, 2014; Ashkezari and Aneen, 2012; Wright and Kehoe, 2007). Human resource management is concerned with the people dimension in organization. Since every organization is made up of people, acquiring their services, enhancing their skills, encouraging them to higher levels of performance and realizing that they are satisfied in their job and so that will continue to keep their commitment to the organization are essential factors to achieve organizational objectives (Decenzo and Robbis, 2010; Dessler, 2007.). The basic aim of business organizations is customer satisfaction, and to maintain customer satisfaction it is very essential to sustain employee job satisfaction. Several empirical studies reveal that employee job satisfaction has become one of the significant indicators in measuring organizational commitment, organizational performance and meeting the challenges from competitors (Amare, 2015; Arokiasamy, 2013 Joseph, 2013;).

Boella (2013), Nikson (2007) and Hoque (2000) explained that in service delivery business organizations such as the tourism and hospitality industry, human resource management practices significantly contribute to employee job satisfaction, job commitment and organizational performance. Supporting this argument Onyema (2014) claims that human resources management practice such as recruitment and selection, training and development, performance appraisal and compensation jointly and separately affect job satisfaction. The hospitality industry refers to business institutions that provide accommodation and food services for people when they travel away from their permanent place of residence (Boella, 2013). According to Yang (2010) the hospitality industry is sometimes considered as a "people oriented business". Yang further elaborates that people in this circumstance refer to both employees who provide the products and services, and customers who consume products and services. Similar to other business institutions, hospitality organisations need employees with different levels and kinds of knowledge, skills, and experience to deliver a standard quality of products and services that are needed by customers. In other words, hospitality business operations depend on a capable and service-oriented labour force (Nickson, 2013; Hoque, 2000). This implies that it is imperative for the hospitality industry to ensure effective and efficient human resource management practices such as employee recruitment and selection, training and development, compensation management and motivational schemes that are linked with its strategic objectives in order to satisfy its workforce and so to improve organisational performance standards, deliver quality service to customers, and maintain its competitiveness in the quest for organisational success (Boella, 2013; Nikson, 2007).

In view of the vital role played by the human resource factor in running service industries, the study of human resource management practices in the tourism and hospitality industry in Ethiopia assumes a much greater significance. The available literature in the country, particularly in Addis Ababa University reveals that there is only few research works conducted pertinent to the subject under study. In so far as the researcher's effort to identify the existing literature is concerned, the contributions of (Itansa, 2016; Amare, 2015; Workineh, 2015; Tegegne, 2008; Wasbeek, 2004) regarding human resource management practices in Ethiopia are relatively works of better significance. However, none of them gives attention for the human resource management practices in the tourism and hospitality sector. Hence, this research endeavor mainly focuses on evaluating the perception of hotel employees on such human resource management practices as recruitment and selection, employees' involvement, training and development, performance appraisal, work condition and compensation practice; and measuring their joint and independent effect on employees' level of satisfaction in selected hotels in the Lake Tana Region of Ethiopia.

2. REVIEW OF RELATED LITERATURE

In order to examine the role of human resource management practices as determinants of employees' job satisfaction, researchers, academicians and policy makers have conducted several studies in different time periods at various places of the world. Hence, in this part of the paper an attempt has been made to

present the review of some relevant research work pertaining to those variables under study and their relationship in various organizations with particular emphasis to those works on service industries. This enabled the researcher to identify key findings, inconsistencies and gaps in the existing literature

2.1. HUMAN RESOURCE MANAGEMENT PRACTICES

The dynamic nature of human resource management practices in the service industries has attracted a number of researchers belonging to different areas of specialization to study the various issues of the subject and its relations on employees job satisfaction, organizational commitment and organizational performance (Bratton and Gold, 2007). Human resource management practices refer to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labour relations. These bundles or packages of policies, practices and systems influence employees' behaviour, attitude, and performance (Boela, 2013, Armstrong, 2010, Dessler, 2007). Delery and Doty (1996) described human resource management practices as organizational designs and implements regarding the human resource factor with the purpose of achieving the overall objectives through consistent policies. Robbins & Judge (2013) precisely describe human resource management practices as organizational practices implemented to hire, train and motivate employees. Noe *et al.* (2011) prefer to define human resource management as it is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance.

Tan and Nasuridin (2011) considered performance appraisal, career management, training, reward management and recruitment as human resource management practices while Ahmad and Schroeder (2003) used employment insecurity, selection hiring, use of team and decentralization, compensation/incentive contingent on performance, extensive training, status differences and sharing information as dimensions of human resource management practices. Tabouli *et al.* (2016) and Demo *et al.* (2012) used to describe human resource management practices of organizations by considering recruitment and selection, employee involvement, training and development, work condition, performance appraisal and compensation practices. From the various definitions and conceptualizations of human resource management practice given above by different scholars, the Demo *et al.* (2012) classification has been considered as a source of explanation and measurement scale of dimensions. Its comprehensive character including the most important and central components of human resource management practices is attributed to the researchers tendency towards the Demo *et al.* conceptualization and classification of the human resource management factors.

2.2. JOB SATISFACTION

The term job satisfaction is an interdisciplinary and a multidimensional concept which attracted the attention of researchers and practitioners from different fields of study such as psychology, human resource management, organizational behavior and others. The extant literature witnesses that there are a large number of studies that analyze the term job satisfaction from many different point of view and its relationship with various organizational variables (Lund, 2003). However, there is no universal and agreed definition of job satisfaction that exposes all these dimensions at the same time (Joseph, 2013, Singh, 2013). The most referred characterization of job satisfaction was offered by Locke (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (cited in Ray and Ray 2011). Job satisfaction is also defined as a person's universal tendency towards his or her job (Robbins and Judge, 2013). Mullins (1993) mentioned that job satisfaction is closely related to motivation. Various factors such as employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Moorhead and Griffin, 1999). Job satisfaction has a significant influence on employees' organizational commitment, turnover and absenteeism (Moorhead and Griffin, 1999). According to Robbins and Judge (2013), a satisfied workforce can enhance organizational productivity through less distraction caused by absenteeism or turnover and few experiences of withering manners.

2.3. HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION

Human resource management practices and job satisfaction are the two management concepts on which a plethora of research has been produced, and the relationship of the two in different organizations is also widely studied in various parts of the world, particularly in the context of the developed nations (Onyema, 2014; Ray and Ray, 2011; Peccei, 2004; Steijn, 2004). However, the explanation on the nature of the relationship between human resource management practices and employee safety is still a matter of debate among scholars (DeHart-Davis *et al.*, 2014; Ray and Ray, 2011; Peccei, 2004). Ray and Ray (2011) and Peccei (2004) are in the opinion that the adoption of progressive human resource management practices of the organization is associated with higher levels of job discretion and empowerment for employees. On the other side of the issue, DeHart-Davis *et al.* (2014) consider progressive human resource management practices as essentially unfavorable for employees' well being.

However, for Ray and Ray, the provision of a generally more interesting, rewarding and supportive work situations by employers will result in a better quality of work life for employees. This will, therefore, provide an opportunity to have a relatively more satisfied and integrated workforce. Similarly, several other researchers on the same line of argument empirically confirmed that human resource management practices that are adopted by organizations have a significant impact on the security of their employees, and this impact has a tendency to be more positive than negative (Bibi *et al.*, 2012; Peccei, 2004). Onyema (2014) also upholds the idea that human resources management practice such as recruitment and selection, training and development, performance appraisal and compensation jointly and independently have significant positive effects on job satisfaction.

In an endeavor to examine the impact of human resource management practices on job satisfaction, Arzi and Farahbod (2014) have conducted an empirical study on the hospitality industry employees of Kuala Lumpur, Malaysia. In the study five human resource management practices have been recognized including staffing, training, teamwork, performance appraisal and reward. The effect of each of these independent variables on employees' job satisfaction has been investigated separately. The results of the study demonstrated that there is significant and positive relation among all variables of the study, and the regression analysis found out that excluding training all of the human resource management practices have significant impact on job satisfaction and performance appraisal has been identified to have the maximum impact.

An influential empirical article by Joseph (2013) ventures to evaluate the level of satisfaction among the employees working in selected star hotels in the city of Kasaragod in Kerala State and Mangalore in Karnataka State of India. The study was chiefly based on primary data collected through oral interviews and distributing a structured questionnaire to randomly selected employees in the sample areas. As to the findings of the study, it is portrayed that the employee turnover is very high in the hotel industry. One of the major reasons for this has been suggested to be the low level of employee satisfaction in their organization and the major areas of their strong concern are salary package, training and development, performance appraisal, job security, promotion, employee recognition, grievance handling system and working hours. Another seminal study by Singh (2013) focuses on exploring the impact of human resource management practices on job satisfaction in the context of hotel industry. This study assesses the impact of selected human resource management practices (recruitment and selection, carrier growth and working condition) on job satisfaction in five hotels of Raipur division in India. The result of the analysis shows that recruitment & selection, carrier growth, working condition have positive significant impact among hotel employees.

Likewise, Arokiasamy (2013) has examined the relationship between career development, compensation and rewards, job security and working environment with employee satisfaction in the hotel industry in Malaysia. The results of the study indicate that there is a positive relationship between career development, compensation and rewards, job security and working environment and employee job satisfaction. The work of Islam, Bangish, Muhammad and Jenah (2016) ventured to investigate the effect of human resource management practices such as recruitment and selection, empowerment and working condition on job satisfaction in the prospects of hotel industry in Pakistan. The findings of the study revealed that there is a significant relationship between human resource management practices and job satisfaction. Moreover, the study found out that recruitment and selection, empowerment and work condition have positive effect on job satisfaction while compensation has a negative effect on job satisfaction.

In the context of Sub-Saharan Africa, Amare (2015) has tested the effect of selected human resource management practices (recruitment and selection, training and development, performance appraisal and compensation package) on employees' job satisfaction in Ethiopian public banks. The study confirmed that recruitment and selection has moderate but positive correlation with employees' job satisfaction and the remaining factors like training and development, performance appraisal and compensation package have a strong positive correlation with employees' job satisfaction. Moreover, the regression result shows that recruitment and selection, training and development, performance appraisal and compensation package have a significant positive effect on job satisfaction.

In the misanthropists' point of view, workers may perceive the adoption of more advanced human resource management practices by organizations as leading to an intensification of labour and to a more systematic mistreatment of employees (Guest, 2002; Landsbergis *et al.*, 1999). With progressive human resource

management practices come increased watching and monitoring of employees' effort by both management and fellow employees (Barker,1993;). Based on the preceding reviews of the existing literature, the study would like to test which one of the two aforementioned perspectives actually exists taking the positive view as a position of reference.

3. THEORETICAL AND CONCEPTUAL FRAMEWORK

The relationship between human resource management practice and employees' work place behavior such as employee satisfaction, organizational commitment and productivity has been analyzed widely in different parts of the world (Jenah, 2016; Amare,2015; Arzi and Farahbod, 2014; Onyema, 2014; Joseph, 2013; Singh, 2013; Ray and Ray, 2011). In those studies it is generally suggested that treating employees as a valuable organizational asset enhances their satisfaction and commitment which in turn leads to better performance for their organization. Most of these studies mainly based their analysis on the popular conventional organizational behavior theories such as Herzberg Two Factor Theory, Social Exchange Theory, Expectancy Theory, Equity Theory and the different models of human resource management practices. Of these, the current study adopted two fundamental theories to provide the hypothetical background in order to explain human resource management practices as determinant factors of employees' job satisfaction with a special focus on the hotel segment of the tourism industry. These are the Guest Model of human resource management and Herzberg's Two Factor theory of motivation. As presented and discussed by Bratton and Gold (2007)), there are four major models of human resource management practices such as the Fombrun, Tichy and Devana Model of human resource management, the Harvard Model of human resource management, the Guest Model of human resource management, and the Warwick Model of human resource management (Bratton and Gold, 2007).

For this study, the Guest Model of human resource management is considered to be better relevant than others. The bearing of the Guest Model of human resource management for this study lies in its strength to show the close link between human resource management practices and their outcomes such as employee motivation and commitment, organizational flexibility and service quality (Aswthappa, 2008; Bratton and Gold, 2007). The essential argument of Guest's model is that if an integrated set of human resource management practices is applied in a consistent manner, higher individual motivation, satisfaction, commitment and performance is expected to be achieved by training, appraisal, selection, rewards, job designs, involvement, and security(*ibid*).The present study selected the human resource management practices such as recruitment and selection, employee involvement, training and development, work condition, performance appraisal and compensation practices which were incorporated by the Guest Model of human resource management (Bratton and Gold, 2007)

The second theory considered in this study to provide hypothetical background was Herzberg (1959) two factor theory. The Herzberg's motivation-hygiene theory also known as dual-factor theory states that there are some factors in the workplace that cause job satisfaction, while a separate group of factors cause dissatisfaction This theory determines factors in work content and context affecting employees' satisfaction and dissatisfaction (cited in Musa *et al*, 2014). According to Herzberg hygiene and motivation are two features of employee satisfaction. The first category is external to the job and can only dissatisfy an employee if the factors are not present or if mismanaged by job owners. The dissatisfiers represent work condition, salary, interpersonal relations, and supervisory styles (Samuel and Chipunza, 2009). As cited in Amare (2015) and Samuel and Chipunza (2009), Herzberg is in the opinion that employees are motivated by internal values rather than values that are external to their job. This is to mean that motivation is internally driven and is shoves by factors that are intrinsic to the work which Herzberg called "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth.

On the other hand, certain factors which result from non-job related variables cause dissatisfying experiences to employees. These variables were referred to by Herzberg as "hygiene" factors which do not motivate employees. However, they must be present in the workplace to make employees happy. Removing the causes of dissatisfaction through hygiene factors would not result in a state of satisfaction; it rather would result in a neutral state. Satisfaction would only happen as an outcome of the use of internal factors. However, the existing empirical literature indicated that hygiene factors such as competitive salary, good interpersonal relationships, affable work conditions and supervisory styles were found to be key motivational variables that influence employees' satisfaction and commitment in the organizations (Amare, 2015; Musa *et al*, 2014 and Poulston, 2009). This implies that management should give emphasis to the integrated application of both internal and external factors as an effective mechanism to enhance employee satisfaction and commitment.

The findings of the reviewed literature led the researcher to formulate the conceptual framework presented below which shows the relation between the independent variables and the dependent variable where by the independent variables comprise six selected human resource management practices such as recruitment and selection, employee involvement, training and development, performance appraisal, work condition and compensation practice whereas employees' job satisfaction forms the dependant variable.The framework can thus be used to investigate the direct effect of the perceived human resource management practices on employees' job satisfaction in the hotel segment of the tourism industry.

FIGURE 1: CONCEPTUAL MODEL OF THE STUDY



The estimation process was based on Ordinary Least Squares (OLS),i.e., $y = a + bx$. For this purpose, we consider the following model specifications and hence, the research model illustrated above can be mathematically expressed as follows:

$$JS = F(X_1, X_2, X_3, X_4, X_5, X_6)$$

$$JS = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

Where, Y = Job Satisfaction X_5 = Performance Appraisal X_1 = Recruitment and Selection X_6 = Compensation Practice X_2 = Employee Involvement β_0 = Intercept X_3 = Training and Development $\beta_1 - \beta_6$ = Regression coefficients X_4 = Work Condition ϵ = Stochastic error term

4. RESEARCH OBJECTIVES

The main objective of the study was to examine the extent to which the perceived human resource management practices predict employees' job satisfaction in the hotel segment of the tourism industry. Therefore, the following are the specific objectives of the study.

- ✓ To explore employees' perceptions of human resource management practices.
- ✓ To determine the association between the perceived human resource management practices and employees' job satisfaction.
- ✓ To examine the effect of the perceived human resource management practices on employees' job satisfaction.

5. RESEARCH HYPOTHESIS

Based on the relationship between the perceived human resource management practices (recruitment and selection, employees' involvement, training and development, work conditions, performance appraisal and compensation practice) and employees' job satisfaction as depicted in the conceptual framework /model, the following hypotheses have been formulated.

- H₁: Recruitment and selection have significant effect on employees' job satisfaction.
- H₂: Employees' involvement has significant effect on employees' job satisfaction.
- H₃: Training and development have significant effect on employees' job satisfaction
- H₄: Performance appraisal has significant effect on employees' job satisfaction.
- H₅: Work condition has significant effect on employees' job satisfaction.
- H₆: Compensation practice has significant effect on employees' job satisfaction.

6. RESEARCH METHODOLOGY

The study characterizes quantitative approach in nature, and it maintained cross-sectional survey design as an appropriate research design to meet the research objectives, and it made use of both primary and secondary data sources. Primary data, the principal source of information, was collected through the use of structured questionnaire, and secondary sources were also considered for the study. The principal data gathering tool for the study constitutes two sets of scales. The first section was adapted from the scale developed by Demo *et al* (2012) that measure human resource management practices. The researcher's choice of the Demo *et al* (2012) HRMPS scale was based on different justifications. Firstly, as recommended by previous researchers the Demo *et al* (2012) HRMPS scale is comprehensive in character including the most important and central components of human resource management practices (Demo and Paschola, 2016; Joudi *et al*, 2016 and Tabouli *et al*, 2016). Secondly, the scale has also been recently revalidated in the context of developing nations which are culturally and geographically close to Ethiopia (Tabouli *et al*, 2016). Thirdly, although it is a recently developed measurement scale of HRMPS, the Demo *et al* (2012) scale has been used by a reasonable number of previous researchers in the field and found to be reliable and good fit with a Cronbach's alpha value ranging from .81 to .93.

The second section consists of the participant's responses related to job satisfaction, and for this part the short version of Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss *et al*. (1967) was adapted and used to assess the job satisfaction level of employees. The researcher's confidence to use MSQ was thus emanated from the fact that the instrument has been extensively used by previous researchers. Moreover, its established reliability and user-friendly character contributed to the preference of the researcher towards using MSQ in order to collect primary data for the current study. The items about socio-demographic qualifications such as gender, age, level of education and work experience were included to the instrument. A Five-Point Likert Scale was employed for the survey. All sets of questionnaires were translated into Amharic, the national working language of Ethiopia and back translated to English and the draft was then checked to ensure the consistency of the altered copy.

The sampling method was a combination of three techniques. Purposive, stratified and simple random sampling methods were used to select study hotels, departments and respondent employees respectively. According to the index of hotels in Bahir Dar compiled by the Amhara National Regional State Tourism and Parks Development Bureau (2016), there are a total of seventy four hotels including large, medium and small sized hotels. Of these, a total of eleven hotels which were groomed for star ranking project which was then underway in the country were purposively selected. The target population represents 1502 employees working within four operational departments (front office, housekeeping, food and beverage and food production) of the eleven hotels. Hence, based on the sample decision model developed by Krejcie and Morgan (1970) cited in Uma Sekaram and Roger Bougie (2010), the exact sample size was 306. With a ten percent increase for uncertainties, 347 questionnaires were distributed for respondents, and of these 322 questionnaires were returned. From the total returned filled questionnaire, 28 papers were not usable with too much missing values and incorrect filling so that they were excluded from further analysis and interpretation. The analysis was thus made based on 294 properly filled questionnaires.

Once the required data was collected, the raw data gathered from primary sources was edited, classified, coded and introduced into the spreadsheet system on SPSS version 23 in order to make it ready for data analysis. Depending on the nature of the stated objectives and the proposed hypotheses, different statistical techniques such as descriptive statistics were used to summarize data, and Pearson correlation and multiple regression were employed to test the proposed hypotheses.

7. RESULT AND DISCUSSION

After the necessary data for the study was collected using relevant tools and techniques, the next important step in the research process is the analysis, discussion and interpretation of data with the aim of arriving at empirical solution to the identified problem and so to draw conclusions. Data collected from the survey were thus analyzed using the Statistical Package for Social Sciences, SPSS (Version 23.0), and the data analysis techniques included Pearson correlation and multiple regression. However, prior to entering into the data analysis, statistical assumptions for multiple linear regressions such as linearity, normality, independence of errors, multicollinearity and homoscedasticity have been checked and the data met all the required assumption tests. The reliability of the scale was also tested before applying statistical tools using Cronbach's alpha method which is the most widely used technique of testing reliability (Kothari, 2014 and Malhotra and Birks, 2007). It may be mentioned that its value varies from 0 to 1, but the satisfactory value is required to be greater than 0.6 for the scale to be reliable (*ibid*). In the present study, therefore, reliability of measurement has been tested on SPSS, and the testing result of variables which ranges from $\alpha = .770$ to $.930$ as presented in the table -2 meets the required standard and indeed proved that the scales are highly reliable for data analysis.

Hence, to begin with the demographic statistics, a summary of descriptive information on socio-demographic characteristics of respondents is presented in the following table (table-1). This is intended to help readers understand the overall socio-demographic picture of the participants involved in the questionnaire survey of this study. The demographic information includes gender, age, education level, work experience and department in which the respondent is operating.

TABLE 1: DEMOGRAPHIC DATA SUMMARY

Demographic Variables	Frequency	Percentage	
Gender	Male	108	36.7
	Female	178	60.5
	Unclassified	8	2.8
	Total	294	100
Age	Below 25	135	45.9
	26-35	127	43.2
	36-45	21	7.1
	46-55	7	2.4
	Unclassified	4	1.4
	Total	294	100
Education Qualification	10 th Complete	35	11.9
	12 th Complete	41	13.9
	Certificate	65	22.1
	College Diploma	99	33.7
	BA/BSC and above	51	17.3
	Unclassified	3	1.0
	Total	294	100
Work Experience	1 -5 years	219	74.5
	6-10 years	54	18.4
	11-15 years	16	5.4
	16 years and above	5	1.7
	Total	294	100
Department	Front Office	74	25.2
	Food and Beverage	39	13.3
	Housekeeping	113	38.4
	Food Production	68	23.1
	Total	294	100

Source: Researchers' survey data, 2016

The demographic data summary as illustrated in table-1 above shows that majority of the respondents were females (60.5%). Age wise distribution of the data showed that the respondents of the age group below 25 years were 45.9%, age group 26-35 years were 43.2%, age group of 36 to 45 years were 7.1% while age group of 46 to 55 years were 2.4%. The distribution of respondents based on educational level depicts that 35(11.9%) of our sample are grade tenth completes or high school graduates, 41(13.9%) are preparatory school completes and 65(22.1%) respondents have certificates, 99(33.7%) have college diploma and 51 (17.3%) of the study sample have bachelor degree or above. In terms of work experience among the participants of our research, 219 (74.5%) employees have a work experience of 1 to 5 years, 54 (18.5%) participants served their organization between 6 to 10 years, 16 (5.4%) participants have a working experience between 10 to 15 years, and 5 (1.7 %) participants have worked in hotel services for 16 years or beyond. The distribution of respondents based on their working department shows that 74(25.2%), 39(13.3%), 113(38.4%) and 68(23.1%) sample employees are working in front office, food and beverage, housekeeping and food production department respectively.

The summarized results of the descriptive statistics presented in table-2 below showed that employees in hotel industry have relatively average level satisfaction with employee involvement and work condition, whereas employees were found to appear least satisfied with the recruitment and selection process and training and development opportunities which is an indication of lack of fair recruitment and selection and unsatisfying training and development policies and practices. In so far as the correlation statistics between the distinct variables is concerned, the widely used Pearson product-moment correlation coefficient method was employed to analyze the correlation between the six predictor variables (recruitment and selection, employees' involvement, training and development, performance appraisal, work condition and compensation practice) and job satisfaction, the criterion variable. As table-2 below shows, the correlation value of variables ranges between .314 and .542, which indicates that all the factors are positively correlated with job satisfaction. It is also portrayed that there are moderate correlations between employees' involvement and job satisfaction($r=0.54, p < 0.01$), and relatively lower correlation value is observed between training and development and job satisfaction($r =0.36, p < 0.01$). Hence, it should be necessary to give the highest emphasis on employees' involvement for superb job satisfaction of employees. The other four predictor variables are found to have a correlation value between the two, 0.54 (the higher) and 0.31(the lower).

It is also clear from table -2 that the p-values of all variables are less than 0.01, which indicates the existence of statistically significant relationship between human resource management practices and job satisfaction. Hence, the results of the Pearson correlation statistics as presented in table-2 below shows that all the six human resource management practices have positive and significant correlation with job satisfaction among hotel employees of the Lake Tana Region.

TABLE 2: DESCRIPTIVE STATISTICS, RELIABILITY COEFFICIENTS AND CORRELATION MATRIX OF THE STUDY VARIABLES

Variables	Mean	Standard Deviation	Reliability Coefficient	Correlation Matrix with JS
Rrecruitment and Selection	2.1752	.89566	0.806	.314 **
Employee Involvement	3.1608	1.01736	0.930	.542**
Training and Development	2.5803	.92153	0.817	.364**
Work Conditions	3.1219	.84239	0.770	.536**
Performance Appraisal	2.9651	.98453	0.834	.394**
Compensation Practice	2.8963	.95165	0.816	.402**
Job Satisfaction	3.0600	.72476	0.906	1.00

Note: N=294; **p< 0.01 level (2-tailed).

Source: Researchers' survey data, 2016

Following this, a multiple regression analysis was performed to identify the predictors of job satisfaction as conceptualized in the model. In table-3 below, the value of R square indicates that 36.1% of the observed variability that occurred in the dependent variable (job satisfaction) was attributed to the independent variables (recruitment and selection, employees' involvement, training and development, performance appraisal, work condition, compensation practice), whereas the remaining 63.9% is related with other variables which were not included in this study. The last column of the model summary table, Durbin-Watson test statistics enables us to know whether the assumption of independent errors is acceptable or not. The closer to 2 the value of Durbin-Watson test is the better it meets the requirement (Field, 2013). Hence, for this data the value is 1.820, which is close to 2 so that the data has nearly met the required assumption. The value of F is 27.01% at significant level of .000 which is less than 0.01 indicating that the model is good fit or the F-ratio is significant to predict the model. Therefore, the six human resource management dimensions (recruitment and selection, employees' involvement, training and development, performance appraisal, work condition and compensation practice) jointly have significant effect on job satisfaction. The independent effect of each predictor variable is also demonstrated in the same coefficient table (table 3 below).

Table-3 below shows that the constant value of t-statistics is 1.52 with $p < .05$. The coefficient of recruitment and selection (beta) is .028 at statistically insignificant level of 0.575 rejecting the research hypothesis H_1 that says recruitment and selection have positive and significant effect on employees' job satisfaction. The coefficient of employees involvement (beta) is .238 with $p < .01$ which shows that employees involvement has positive and significant effect on employees' job satisfaction, thus H_2 is supported, where as the coefficient of training and development (beta) is 0.074 with $p\text{-value} > 0.05$, i.e. 0.194 so that H_3 which says training and development have positive and significant effect on employees' job satisfaction is subjected to rejection. H_4 was accepted indicating that work condition has positive and significant effect on employees' job satisfaction (Beta=0.224, $p < 0.05$). The coefficient of performance appraisal (beta) is 0.133 with $p < 0.05$ which denotes positive and significant effect of performance appraisal on job satisfaction, and hence H_5 is accepted. The coefficient of compensation practice (beta) is 0.119 with $p\text{-value} < 0.05$, which highlights statistically significant effect of compensation on job satisfaction so that H_6 is supported. Therefore, the overall model underscores that H_2 , H_4 , H_5 and H_6 are accepted while H_1 and H_3 fall in the area of rejection. The result of this study is found to be in tandem with the findings of Amare (2015), Farahbod (2014), Arokiasami (2013) and Joseph (2013) who concluded that human resource management practices have significant effect on job satisfaction. However, further investigations on the effect of human resource management practices including recruitment and selection and training and development on organizational commitment deemed necessary to better generalize the findings.

TABLE 3: MULTIPLE REGRESSION RESULTS

Model		Estimated Coefficient Value	Standard Error	t-value	Sig.
1	(Constant)	1.523	.157	9.714	.000
	Recruitment and Selection	.028	.051	.561	.575
	Employee Involvement	.238	.067	3.538	.000
	Training and Development	.074	.057	1.300	.194
	Work Conditions	.213	.065	3.295	.001
	Performance Appraisal	.133	.054	2.483	.014
	Compensation Practice	.119	.045	2.621	.009

a. Dependent Variable: Job Satisfaction

Source: Researchers' survey data, 2016

As it has been explained in the preceding discussions, the estimation process was based on Ordinary Least Squares (OLS), i.e., $y = a + bx$. Therefore, based on the outputs obtained from the multiple regression analysis as depicted in the coefficient statistics, the following mathematical relationship explains the result of the regression equation of the study.

$$Y = 2.169 + 0.028X_1 + 0.238X_2 + 0.074X_3 + 0.213X_4 + 0.133X_5 + 0.119 X_6 + \epsilon$$

8. CONCLUSION

Over the last half century, the global market for the tourism and hospitality industry has become increasingly active and dynamic, and the human resource component in the sector is considered as a source of sustainable competitive advantage. This research paper examined the effect of selected human resource management practices on job satisfaction among hotel employees of operational departments in the Lake Tana region of north central Ethiopia. The current study used six human resource management practices such as recruitment and selection, employees' participation, training and development, performance appraisal, work condition, compensation. On the basis of the findings of the research, it can be concluded that compensation practice, employees' involvement, work condition and performance appraisal have positive and significant effect on job satisfaction among hotel employees, while recruitment and selection and training and development have positive value in the regression output, but did not show statistically significant effect on job satisfaction among hotel employees. Employees' involvement is proved to be most important factor for creating satisfaction among employees in hotels under study.

The findings of the present study are consistent with the arguments of the optimist perspective regarding the relationship between human resource management practices and job satisfaction (Ray and Ray, 2011 and Peccei, 2004). The paper, thus, suggests that hotel managers should work to improve the recruitment and selection practices of hotel employees, and there should also be adequate training of employees through seminars and conferences.

9. RECOMMENDATION AND INDUSTRIAL IMPLICATION

Different from the doubters' outlook, which maintains the inverse relationship of human resource management practices and job satisfaction, the result of this research is consistent with the optimists' view, and it also meets the straight understanding that there is a positive relationship between human resource management practices and job satisfaction. So, it is likely to say the higher the employee's rating of the human resource management practices, the more their perceived level of job satisfaction will be, and hence human resource management practices are considered as important tools for enhancing organizational performance through building a more satisfied workers. Therefore, based on the results of the empirical data analysis, the researcher would finally like to suggest that the following industrial and business actions should be adopted to enhance employees' job satisfaction in the hotel segment of the tourism industry in particular and the entire service industry in general.

- ✓ Recruitment and selection process should be carried out very carefully in order to identify the best competence of the candidates for employment and so to realize person organization fit in the sector.
- ✓ Management should promote employees' involvement and participation in decision making, problem solving and policy designing tasks.
- ✓ Human resource management of the organizations should offer extensive employee training and development programs for better enrichment of the employees.
- ✓ Organizations should provide better work condition as a prerequisite to encourage employees to do their work effectively.
- ✓ Organizations should initiate competency based performance appraisal systems, which result in pay rise, promotion and training of the employees that will enhance employees' job satisfaction.
- ✓ Organizations should manage to pay at least even handed compensation to the employees for overtime duties or in the form of bonus for their earnest effort devoted to make attractive profit for the business.

10. LIMITATION AND DIRECTIONS FOR FUTURE RESEARCH

As it is natural for any research to have certain limitations, the current study has inevitable deficiencies, which simultaneously show gaps and open up opportunities for future studies. The results may not thus be generalized because the data were collected only from lower level hotel employees, which might create the potential for common method bias. Hence, for the issue of generalizing, for future studies data should be collected from different sources including employees' supervisors or managers. The replication of this study in other institutions and regions of Ethiopia is also recommended. Tourism and hospitality industry still needs much more information and investigation on what factors do really satisfy the employees of the sector, therefore other variables should be included into the research model and empirically tested to validate the authenticity of the findings and for universality.

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