Job Satisfaction- a Key Factor or Not for the Luxurious Hotels in Bulgaria?

BACHELOR THESIS WITHIN: Business Administration

NUMBER OF CREDITS: 15

PROGRAMME OF STUDY: International Management

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JÖNKÖPING: October 2023
Title: Job satisfaction- a key factor or not for the luxurious hotels in Bulgaria?

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Date: 2023-10-21

Key Terms: job satisfaction, drivers and hinders, hotels, hospitality industry, employee satisfaction, Bulgaria

Abstract

Background: Given the impact of job satisfaction on service quality and the value, job satisfaction holds significant importance in the hospitality industry. Understanding the drivers and hinders of job satisfaction is vital in an industry influenced by globalization and market competition. Job satisfaction is a widely debated and important topic in the hospitality sector, particularly in the hotel industry. Job satisfaction has a positive effect on the turnover of the company, employees’ fulfillment, and overall quality of goods and services. However, there is still not a clear statement which are the exact factors influencing the job satisfaction in the hospitality industry.

Purpose: The focus of this paper is to determine how certain components impact the job satisfaction, specifically within the Bulgarian hospitality industry. By answering the research question, the study intends to contribute to the understanding of job satisfaction itself and how it affects employees’ performance in the hospitality and service industry. The findings will also provide a foundation for future research in this field, advancing knowledge on the influence of the drivers and hinders for job satisfaction.

Method: This research paper has taken a qualitative, abductive approach. This approach fits the study as new concepts and ideas can occur by exploring various theories. Interviews were executed with employees, holding different positions in luxurious hotels in Bulgaria. The aim of the qualitative research is to attain a more profound comprehension regarding the topic based on personal experience of each respondent.

Conclusion: Based on the findings of this paper, it can be concluded that the drivers indeed have a significant influence on employees' performance, which results with an increase on job satisfaction. On the other hand, it can be stated that the hinders effect job satisfaction less compared to the drivers. Furthermore, the section indicates additional research that could have been done to determine the relationship between all the factors.
Acknowledgments

During the process of writing our Bachelor Thesis, we were provided with an immense amount of support and encouragement, therefore we would like to take this opportunity to express our deepest appreciation.

Firstly, we would like to give recognition to the people who participated in our research by agreeing to take part in our interviews. Moreover, we would like to acknowledge the Bulgarian hotels as organizations for giving consent to be part of our Thesis. We sincerely want to express our gratitude to the hotels’ employees that gave us their time and were eager and excited to conduct an interview with us.
Thank you so much for giving us the opportunity to have a conversation with you and to expand our views regarding the topic by talking with people closely connected to it!

Additionally, we want to thank Ulf Linnman, our supervisor, for pointing us in the right direction with his insightful feedback and constructive criticism. We are thankful for a supportive supervisor who tests our thinking and boundaries and motivates us to explore more our area of research.

Also, we would like to say thank you to our classmates during the seminars for giving us feedback and different perspectives that help us with our critical thinking.

Furthermore, we would be happy to express our enormous gratitude to our family and friends for their encouragement and moral support throughout this challenging period.

Jönköping, 21st October, 2023

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1. Introduction

1.1 Background

The tourism industry is a demanding labor field of service that depends on both the interpersonal and professional abilities of its employees as well as their creativity, diligence, and attitude for achievement (Anastassova & Purcell, 1995).

Bulgaria with its natural resources, valuable history and prosperous culture has managed to attract upscale and distinguished guests (Anastassova & Purcell, 1995). According to Statista (2023), compared to previous years Bulgaria has published statistics regarding the Number of arrivals in tourist accommodations in 2021 has increased by 39.8 percent, in total of 1.6 million guests/visitors. Accommodations including hotels, resorts, camping areas, caravan parking zones (Statista, 2023).

Job satisfaction is a topic that is widely spread among academics and researchers within the business field. According to Soysa (2020) the hospitality industry plays a big role in the economic sector in Bulgaria. Therefore, job satisfaction is a subject of great importance in the hospitality industry and especially the hotel industry in a developing country like Bulgaria. In contemporary business settings, job satisfaction is an important occurrence. The attitude of an employee regarding their work is referred to as job satisfaction. The effectiveness of the organization is impacted by job satisfaction. Human resource management procedures also have a big impact on how satisfied employees are with their jobs (Soysa, 2020). Compared to other industries, the hospitality sector has an elevated level of employee turnover, which results in significant annual cost increases (Heimerl et al., 2020). Additionally, job satisfaction positively impacts the annual turnover of the companies, customer relations, employee satisfaction, and the overall quality of goods and services (Heimerl et al., 2020). In the service sector job satisfaction consists of various components which determine the outcome of employees and the company performance itself. Plenty of businesses are continually searching for ways to enhance the value of their services and the quality of their services in reply to the demands of globalization, stronger market competition, and unstable market conditions (Yee et al., 2008).

Although the hotel industry is a highly researched area, it is still a topic of a debate what is the influence of job satisfaction on the employee performance and what are the factors that
determine the contentment in the hospitality industry, specifically in luxurious hotels, located in Bulgaria.

1.2 Problem Formulation

According to The Cambridge Dictionary, job satisfaction is defined as the emotion and establishment that individuals experience in their profession and working environment and that they know the job is worth getting done (Job Satisfaction, 2023).

According to Shmailan (2016), prosperous companies share similar aspects that can help gain competitiveness and earn profit by increasing one’s job satisfaction which develops distinctive performance of employees along with their commitment to the corporation. In accordance with Home: Oxford English Dictionary (2019), performance is described as “The accomplishment or carrying out of something commanded or undertaken; the doing of an action or operation”.

Job performance is an important aspect in defining job satisfaction. Moreover, the employee’s performance is affected by different factors, for instance education. Having a qualified and suitable education for the position could increase the employee’s job performance and their own satisfaction (Shmailan, 2016). Therefore, this could result in increased loyalty between the employee and the company, leading to a higher performance. Prior research for the effects of job satisfaction and its drivers and hinder was done, where it was explained through various examples.

Moreover, there are some criteria that enable job satisfaction such as communication, job conditions, promotion opportunities, the organization itself, supervision, recognition. These factors are reasons why employees can be satisfied with their jobs (Masuda et al., 2011). However, certain factors, such as working overtime, an unfriendly work environment, and the impression of not being appreciated, can trigger negative responses from employees, leading to dissatisfaction and decreased work efficiency (Shi et al., 2022).

The overall standard in the hospitality industry in Bulgaria is determined by two major factors: the level of amenities and the high standard of service (Anastassova & Purcell, 1995). As stated
previously, the influence of job satisfaction on employee performance is a common topic among researchers that are interested no matter the industry. Moreover, the topic of which factors are the root of job satisfaction is an objective of the research as well. Despite the fact that the area is highly researched, trying to find articles and resources for the hospitality industry and in specific in Bulgaria was a hard to achieve task. Therefore, we determined that we want to address the hospitality industry in Bulgaria, in particular, the luxurious hotels. In that way, we can enrich the research area regarding job satisfaction and provide information for the people working in the hospitality industry. To further extend this research, the chosen topic is the impact of job satisfaction on the luxurious hotels in the Bulgarian hospitality industry.

1.3 Purpose

After identifying the main gap which reflects the effects of job satisfaction and its influence on luxurious hotels within the Bulgarian hospitality industry. The purpose of this research study is to examine the influence of job satisfaction and its drivers and hinders on the luxurious hotels within the hospitality industry in Bulgaria. Moreover, we intend to carry out an in-depth analysis of the businesses’ actions and strategies that determine if job satisfaction has an influence on the Bulgarian hospitality sector, by evaluating the drivers and hinders within the Luxurious hotels in Bulgaria. This will help us understand the reflection and importance of job satisfaction in the hospitality industry. The research will be based on employee experience as well as the managerial perspective and their practical knowledge of what suits best for them and the organization. After obtaining the necessary information from interviews, we will be able to analyze the gathered data and connect it with the appropriate theory. Thus, the analysis of the paper is to see the influence of job satisfaction on the luxurious hotels within the hospitality industry in Bulgaria. Therefore, our research question is:

*How does job satisfaction influence the luxurious hotels in the Bulgarian hospitality industry?*

After concluding this paper and answering the research question, we believe that we will contribute to the groundwork within the field of job satisfaction, especially focused in the hospitality and service industry. Moreover, we are hopeful of the possibility of being a step closer to concluding whether the job satisfaction has, in fact, impact on the hospitality sector and giving more ground for future research.
1.4 Delimitation

The study does not cover how job satisfaction affects the business performance and that job satisfaction varies according to employees' wellbeing and can differ due to different aspects, which is why certainty is not always the case. Furthermore, the research looks into how hotels/companies identify the right qualities in a person, how they determine whether the person is qualified for the position, and how the companies can meet employees' needs and turn them into satisfied employees. The research was limited to answer what the impact is on, for the luxurious hotels in Bulgaria due to job satisfaction. Additionally, in the study, the factors are included regarding job satisfaction, also known as drivers and hinders.

Despite the fact that the topic has been a popular field for researchers, there are still many things to be discovered since job satisfaction is not persistent but changes due to people’s behavior, culture and values. We took an interest in this topic regarding our research paper, since we are intrigued by what the final results would show, after analyzing the hotels in the hospitality industry.
2. Literature Review

This chapter of the academic research paper consists of several themes which provide assistance to gain further perception for the topic.

2.1 Hospitality and Service Industry in Bulgaria

The hospitality industry is reliant on profit and progress as a labor intensive service industry. Additionally, the dependence on employee’s technical and interpersonal soft skills, hard working stance and engagement of the staff creates a well established brand image within the hospitality industry. Previous research shows that the hospitality and the service industry in Bulgaria is a well-established field within the Balkan countries (Anastassova & Purcell, 1995). An important aspect of the hotel industry is to have satisfied customers. Employees have an important role, since maintaining satisfied staff and managing the process is one of the major challenges in order to gain loyalty from customers through employees (Lukanova, 2010). According to Minkov et al. (2007), there are four key factors which determine the quality of the service performance within the hospitality industry. These four elements are service staff, managerial team, equipment and environment. Furthermore, due to the performance of the staff, companionship in support of the guest can be difficult and demanding. In order to further preserve a good relationship with the customers, employees require motivation (Lukanova, 2010). Four-to-five-star hotels that are also considered luxury/luxurious increase Bulgaria’s revenue (Doncheva & Stoyancheva, 2021). According to Kaleychev 2020, the tourism sector shifted its operations in order to provide luxury tourism services which satisfy the expectations of modern visitors who have chosen Bulgaria as a tourist destination. Furthermore, expanding luxury tourism in Bulgaria is particularly important for creating new approaches for the tourist industry within the country (Kaleychev, 2020).

2.2 Luxurious hotels in the Hospitality Industry

Given that "luxury" is a highly individualized phrase, it is difficult to provide an exact definition. The concept is based on an individual's demands, satisfaction, and perception of feelings of fulfillment, sophistication, appearance, beauty, and convenience. A luxury hotel in the hospitality sector is often a four- or five-star hotel (Chu, et al., 2016).
According to Danziger (2004), four separate categories can be used to classify luxurious hotels: "luxury as a brand, luxury as high-quality product features, luxury as non-necessities," and luxury as the freedom to follow your passions. Each of the four categories defines what high-quality hotel experiences look like to customers and what they anticipate from them. The luxury hotels fall under the heading of "luxury as a brand," which refers to customers who choose to utilize expensive goods and services because they are seen as being exclusive and of superior quality. "Luxury as expensive product features" examines the distinctive qualities of a good or service, which, in relation to luxury hotels, includes the design of a hotel's interior and exterior as well as the level of service provided and the aesthetic appeal of the hotel structures. Moreover, all necessities and needs that go beyond what is necessary for basic human existence are categorized as luxury in the third category. The final group focuses on consumers' choices to purchase luxury goods and services that are considered to provide them with increased convenience, such as spa treatments (Chu, et al., 2016).

2.3 Human Resources

The hotel sector is lacking in Human Resources worldwide for instance lacking skills within the employees (Ashton, 2017). Human Resource Management (HRM) within organizational structures is strategically oriented towards the advancement of employee performance in alignment with the objectives and goals of the employer (Rihan, 1998). The departments of human resources in firms often have a wide range of tasks, such as personnel management, employee recruiting and selection, staff training and development, assessment of performance, and rewarding. The goal of HRM practices is to promote employee happiness, which increases commitment among staff members, hence eliminating labor and talent scarcity issues (Ashton, 2017).

In HRM practice, training is a significant driver for performance; greater efficiency and satisfaction occurs in firms who acknowledge offering education; nevertheless, job training loses value if employees change jobs, so the company or firm increases the cost of maintaining trained positions filled (Mudor & Tooksoon, 2011). A number of academics have suggested expanding hotel facilities and coping with a workforce skill shortage situation. Another area of concentration would be enhancing the quantity and quality of professional instructors. Poor Human Resource Management strategies have been shown to cause labor skills problems. Low
salary levels, according to Davidson and Wang (2011), might produce shortages, which in turn diminish employee satisfaction. In contrast, good human resource management fosters employee job satisfaction and engagement. Essentially, advancement in human resource standards is necessary to increase employee happiness, which in turn creates employee commitment in the workplace and reduces staff turnover (Mudor & Tooksoon, 2011).

2.3 Job Satisfaction

Apprehending the value of job satisfaction is an important aspect to maintain a successful business (Sanjaya, 2023). The topic regarding the relationship between job satisfaction and business performance could be traced back to the 1930s (Zhu, 2012). According to Aziri (2011), job satisfaction is expressed as the mixture of psychological, physiological and environmental statuses that allows an individual to assert working in a satisfied job. High morale and discipline can be considered a positive outcome of a satisfied employee, which could result in effective performance within the working environment (Sanjaya, 2023). In addition, Locke (2007) described job satisfaction as an employee's state of mind being positive and amusing (Locke, 2007). In 1977, Kalleberg stated that an employee's work satisfaction is a common response toward their employment. The employee weighs their happiness or discontent with two separate aspects of the job before reaching an overall decision regarding if the employment is gratifying or not. In 2005, Lucier and Dyer defined job satisfaction as an employee's overall approach toward their employment. Notwithstanding the general consensus, several researchers and related materials concurred that work satisfaction is a distinct notion (Zhu, 2012).

Furthermore, a few studies on job satisfaction in the Bulgarian hotel business have been conducted. In response to the increasing globalization and the dynamic changes in customer needs, Bulgarian hotels have started adopting approaches such as staff education, development programs, and flexible working schedules. Additionally, understanding and addressing job satisfaction factors like attractive salaries, career development possibilities, a dynamic workplace, and management style helps hotel managers in making accurate judgements about employee job satisfaction (Heimerl et al., 2020).

2.3.1 Drivers and Hinders for Job Satisfaction

According to Hayat and Afshari (2022), employees that are content with their jobs are more dependable, productive, and have a good view of the objectives of the company. As more
satisfied workers report decreased absences, a decrease in volatility, reduced illness records, and a greater degree of service quality, study on these factors or drivers of job satisfaction has become increasingly important in the hospitality and management fields (Heimerl et al., 2020).

There are many factors that could be considered drivers for job satisfaction in the hospitality industry. More prominent than others are working hours, salary, flexible schedule, career development, leadership, motivation, work environment, as well as factors of satisfaction and dissatisfaction (Heimerl et al., 2020).

However, because of the constantly evolving nature of the hospitality sector, workers in the industry frequently deal with job insecurity and external job stressors such as working long hours or in high-pressure conditions. These challenges might prevent individuals from feeling content with their jobs and can be viewed as barriers to personal growth and efficiency, resulting in burnout and dissatisfaction (Shi et al., 2022). Moreover, according to Shi et al., (2022) hinder stressors like role ambiguity and work conflicts have drawn more attention to the managers and become an ongoing topic for research within the hospitality industry as hindrances are direct factors that influence job satisfaction.

To further examine and understand how the drivers and hinders impact the job satisfaction of employees in the hospitality industry, this paper presents an analysis, based on the provided answers from the conducted interviews with managers and employees from five different luxurious hotels in Bulgaria.

2.4 Leadership

One of the key factors in an organization's success is its leadership. Leadership is linked to employee commitment and job satisfaction alongside organizational effectiveness, profitability, and overall business performance. (Shim et al., 2002) According to Shim et al. (2002), managers and leaders frequently care about how they see themselves as well as how their own principles and standards affect the organizations they manage. Leadership can be described as the manager's ability to generate jobs, delegate responsibility, interact, and create a workplace where individuals can set higher goals for work that builds on and improves their skills and that they are passionate about (Fouad, 2019). Leadership style that a company has adopted has a great impact on job satisfaction. According to Burns (1978), transforming leadership emerges
when a few individuals engage with others in such a way that both leaders and followers increase each other's motivation and confidence. Transforming leaders provide their employees with a sense of purpose that has more meaning than just providing rewards for their effort, as their main goal is to optimize personal development, not just performance (Suri, 2016). In addition, according to Bass (1990), transactional leaders can convince employees to carry out tasks and accomplish their goals by giving rewards and benefits for completing their duties. Another leadership style is the democratic leadership style where the authority is directed more toward the group as a whole and there is more engagement within the group (Mullins, 1999). Moreover, the autocratic leadership is characterized by managers controlling the decision-making process, restricting people from thinking creatively and innovatively. The autocratic leadership style may be seen as a hierarchy, with the highest position at the top held by the leader and the lowest by employees (Suri, 2016).
3. Theoretical Framework

*In this chapter relevant theories are presented. Moreover, the arguments constructed and related to them with our findings in the Analysis chapter.*

3.1 McGregor’s Theory X and Theory Y

According to McGregor (1957), the foundation of the idea that individuals were opposed to working, lacked motivation and a sense for responsibility, were selfish, resistant to change, and foolish. As a result, popular belief maintained that humans required to be directed by someone else. The outcome of these assumptions is the establishment of the “soft” and “hard” management approaches. The “soft” approach refers to the avoidance of management, leading to poor performance, and on the other hand, “hard” management style implements strict control, which results in reluctance to the managers (Gannon & Boguszak, 2013). McGregor describes his theory X based on the assumptions that the average individual dislikes work and will avoid it if given the possibility, therefore, they must be directed and warned about potential consequences, so they can be obligated to put in enough effort to meet the company’s expectation. Moreover, people with the role of social actors would rather be managed rather than taking responsibility and being held accountable for their actions. It is assumed that the individual is not motivated and would acquire further reassurance for safety.

On the other hand, Theory Y relies on the hypothesis that people are invested in the working environment and they are internally motivated. Working may be a source of satisfaction or a source of stress, based on the controllable conditions, as the external regulation and the risk of consequence are not the sole ways to motivate employees to work toward organizational goals. Individuals use self-direction and self-control to achieve goals to which they are engaged. The most fundamental of these benefits, such as satisfying a sense of self importance and self-actualization demands, might be direct results of work directed to organizational mission. Moreover, Theory Y implies that managers and employees can interact in a cooperative manner in order to establish an inspiring environment, where the employees can align within the company’s mission (Aithal & Kumar, 2016).
3.2 Herzberg's Two-Factor Theory

An explanation of how specific elements might result in job satisfaction and dissatisfaction is provided by Herzberg's Two-Factor Motivation theory. The theory differentiates between two types of factors: motivation factors (intrinsic) and hygiene factors (extrinsic). Interpersonal relationships, wages, business regulations and administration, interactions with managers, and working conditions are among the hygiene variables that are connected to workplace environment performance (Herzberg, 1966). On the other hand, motivation factors are elements that contribute to job satisfaction, like the acknowledgement of achievement and chances for professional advancement (Alshemri et al., 2017). According to Herzberg's theory, motivation elements, or motivators, are essential to the job and create high levels of satisfaction toward the work because they fulfill the "desire for progress or self-actualization". A person's motivation factors for working include advancement, the work itself, the opportunity for growth, accountability, acknowledgement, and accomplishment (Herzberg, 1966). Herzberg argues that the dynamics of hygiene factors is the physiological foundation that symbolizes the constraint of pain from the environment, hygiene demands are cyclical and have short-term impacts, and there exists a limitless pain-causing factor.

In contrast, the dynamics of motivation factors imply that personal growth is the cornerstone of motivation, as motivation factors have a long-term influence, and that they are mutually beneficial (Herzberg, 1976).

According to Herzberg (1976), hygiene factors can help prevent job dissatisfaction, but it cannot lead the individual beyond a basic modification including the lack of dissatisfaction, as self-improvement requires higher stimulation. The hygiene factors are not the main source of motivation, however, they are easier to measure and manipulate. The motivation factors are complex and more individualistic, which makes them challenging to evaluate. However, the level to which the managers focus on hygiene factors while avoiding the motivation aspects could result in a decrease in organizational motivation.

In order to successfully apply Herzberg’s theory, it should be clear that the intrinsic and extrinsic needs are different aspects. This implies that an individual cannot be satisfied with their employment instantly if a sudden shift in the environment that is irritating them disappears. As the work environment improves, an employee will not be directly satisfied.
The theory is a relevant concept for enhancing drivers for better performance that create a better working environment and boost employee satisfaction and productivity by comprehending and executing various factors that promote job satisfaction

3.3 Maslow’s Theory of Motivation and Satisfaction

Maslow’s hierarchy of needs theory states that the extent to which basic needs are addressed determines human satisfaction. As a result, failing to meet such needs may result in an inability to acquire self-satisfaction (Maslow, 1954). Maslow's pyramid of needs consists of five categories that are displayed in ascending order, beginning with the lowest need (physiological needs) and progressing to the highest category (Pardee, 1990). A lack of fulfillment can have an effect on a person's overall performance in terms of development, profession, and self-improvement. Safety, socialization, self-esteem, and self-authorization are listed in descending order. Safety, sociability, self-esteem, and self-authorization of safety criteria are offered in a hierarchical order, beginning with safety: protection against risk, threat, and deprivation. Uncertainty about future employment as well as discrimination or prejudice caused by unexpected implementation are significant motivators of safety needs at every stage of employment relationships (Pardee, 1990).

Maslow's hierarchy of needs can be utilized to deduce two fundamental postulates. These are the following: Because when lower-order needs are met, the next higher-order level of needs becomes the most important predictor of conduct (Pardee, 1990) a satisfied need is not a motivator of activity.

In addition to Maslow's theory of motivation and fulfillment, The Self-Determination Theory (SDT) can be applied in this study to further research into the aspects that impact the job satisfaction within the hospitality industry in Bulgaria. The self-determination theory (SDT) is a human motivation macro theory that examines intrinsic and extrinsic motives, development, well-being, and satisfaction. Extrinsic motivation involves anticipating independent outcomes, but intrinsic motivation comprises doing things because they have an inherent ability to satisfy a person (Al-Jubari et al., 2019). Furthermore, both theories emphasize the significance of internal motivators, fulfilling self-development, and self-actualization.
4. Methodology

In this chapter the research process of this thesis is described. Firstly, the chosen research philosophy is discussed. Afterwards, the Research Design, Research Approach and Research Purpose are defined. From there on, the Data Collection and the Data Analysis are discussed, which sections outline the process of collecting the primary and secondary data and how it is analyzed. Lastly, details regarding the Quality Assurance and Ethical Considerations are provided.

4.1 Research Philosophy

A framework for conducting research that is based on beliefs about reality and the foundations of our understanding is known as a research philosophy (Collis & Hussey, 2014, p.43). Positivism and interpretivism are the two primary research philosophies. These two types represent two fundamentally distinct ways in which we as individuals interpret what is occurring around us. Positivism holds that reality exists independently of us and that, as a result, reality can be observed objectively by researchers. Given that reality is formed by our perceptions, interpretivism views it as being highly subjective (Collis & Hussey, 2014, p.45). The ideology for interpretivism argues to comprehend human diversity on how we operate as individuals (Saunders et al., 2012). This paper is an interpretivist paradigm since it allows researchers to attain a deeper understanding through impressions and experiences of a specific social setting within a particular industry (Alharahsheh & Pius, 2020).

4.2 Research Design

The selection of the research design is essential in order to address the research problem correctly and to answer the research question appropriately. In the process of selecting a research design for our thesis, we were choosing between qualitative, quantitative and mixed methodology. Furthermore, after a deep discussion regarding the gaps we want to give a discourse to and the perception of what we want to analyze, we concluded that the most suitable research design for us would be the qualitative design. Qualitative design allows us to have a deeper understanding of the topic and gives more insights into the respondents’ opinions and personal observations. From the qualitative study we derived themes and patterns from their
own experience and perceptions, which is not attainable with quantitative research (Tenny et al., 2022).

4.2.1 Research Approach

This paper would take a qualitative approach as this approach highlights “contextual understanding” with an emphasis on understanding the “behavior, values, beliefs, and so on in terms of the context in which the research is conducted” (Bryman & Bell, 2011). This approach has been selected to provide a holistic understanding of the problem by conducting in-depth interviews with the employees. To examine the data, we have chosen to apply an abductive reasoning strategy. The main objective of abduction is to get a comprehensive understanding of the phenomena under examination in a specific field within the context of current theory. Abduction is an implicit strategy that seeks to produce new concepts and ideas, following unexpected research findings (Timmermans, 2016).

We believe that the abductive approach is appropriate for us since it will allow us to comprehend our study issue more thoroughly. Moreover, the abductive approach is suitable for our study as we can investigate and evaluate various theories that will provide us with beneficial insights and justifications for our findings.

4.2.2 Research Purpose

According to Collis and Hussey (2014) the purpose of the research is the “reason why it was conducted” (p. 3). This means that the researchers should recognise and have a grasp of the motivation behind the research. As specified by Collis and Hussey (2014), the purpose of the research could be exploratory, descriptive, analytical or predictive (p.3). Exploratory research is used when there is not much previous research that could be used regarding the problem. This type of research could be preferred when examining if already existing theories could be relevant or new should be evolved. Descriptive research is favored when outlining existing phenomena. Descriptive research goes deeper into examining a problem in contrast with exploratory research. Analytical/explanatory research is extension of the descriptive research. Here the researcher is not only describing, but also investigating and interpreting how the studied phenomena occurs. Furthermore, predictive research stretches deeper than explanatory research. It puts in place a clarification for what is happening in a given situation. (Collis & Hussey, 2014)
As stated before, we want to investigate what is the impact of job satisfaction in the Bulgarian hospitality industry. Because of the aim of our study, we could state that we will use analytical/explanatory research due to the fact that we will not only describe the chosen issue, but also to examine how it is happening in the real work environment in the hospitality industry.

4.3 Data Collection

We will outline the method for data collecting in this section. There are various ways to get primary data and secondary data when it comes to qualitative data gathering. Primary data are those that are gathered specifically for the study subject using methods that work best for that research problem. (Hox & Boeije, 2005) Secondary data is any previously collected information that can be obtained through publications or websites. Moreover, secondary data is information that has been generated by one researcher but has been made available to the entire research community (Hox & Boeije, 2005). Interviews are the most frequently used information-gathering method for qualitative researchers. (Alsaawi, 2014) We have decided that the interviews will be conducted using semi-structured and open-ended questions so we could gain an in-depth understanding of the employees’ perspectives on the issue. One study technique used to get information is semi-structured interviews. They are structured and adaptable because semi-structured interviews include predetermined questions which are going to be asked to every participant as well as opportunities for deeper investigation into issues that come up during discussions between the researcher and the respondent. When no response categories are provided and data is collected directly from the interviewee, questions might be open-ended. Alternatively, participants who choose a response choice will be given predetermined categories along with narrowed down questions (Ahlin, 2019).

4.3.1 Sampling Strategy

After the finalization of the process regarding the collection of the data we need in order for us to answer our research question, we had to set up a plan to find the right sources.

Firstly, we decided that our research sources would be luxurious hotels located in Bulgaria. Afterwards, we started contacting hotels within this category. The first step was to call them and ask whether or not they could directly transfer us to have a conversation and briefly explain the idea of our research with an HR Manager or General Manager. The second step was to
shortly discuss our topic and get a yes/no for an interview with someone who works in the hotel, preferably people with different working backgrounds and positions. The third step was to send an email explaining the topic, our research question, and how our research could contribute to them as well. Finally, we would schedule an interview and send them the document that needed to be signed regarding the data and personal information. As a result, we were able to conduct 6 interviews, involving the HR Manager of InterContinental Hotel Sofia, the HR Manager at Metropolitan Hotel Sofia, Wave Resort's Spa Department Manager, and the Inventory Department Manager of Kings Valley. Furthermore, to have a broader perspective on the problem from an employee's standpoint, we conducted two interviews with receptionists from Metropolitan Hotel Sofia and from Wave Resort.

<table>
<thead>
<tr>
<th>Interview number</th>
<th>Position</th>
<th>Hotel</th>
</tr>
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<tbody>
<tr>
<td>Interview 1 (INT1)</td>
<td>HR Manager</td>
<td>InterContinental Sofia</td>
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<tr>
<td>Interview 2 (INT2)</td>
<td>HR Manager</td>
<td>Metropolitan Hotel Sofia</td>
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<td>Interview 3 (INT3)</td>
<td>Spa Department Manager</td>
<td>Wave Resort</td>
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<td>Interview 4 (INT4)</td>
<td>Reservations</td>
<td>Metropolitan Hotel Sofia</td>
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<td>Interview 5 (INT5)</td>
<td>Receptionist</td>
<td>Wave Resort</td>
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<td>Interview 6 (INT6)</td>
<td>Inventory Manager</td>
<td>Kings Valley</td>
</tr>
</tbody>
</table>

*Table 1*

### 4.3.2 Interview Design

The interviews obtained for this research paper were conducted online through video calls using Zoom and Microsoft Teams. Due to the geographical location of the hotels that we were interested in, in person interviews could not be conducted. The interviews were scheduled for the beginning of April and all of the group members were based in Sweden because of
mandatory courses and we were not able to travel to Bulgaria to have one-on-one interview. The interviewees displayed enthusiasm and showed great interest in the topic. Therefore, they were more open to sharing more and giving detailed explanations and answers to the questions as well as providing examples and situations that they encountered. The majority of the interviews were conducted in Bulgarian because two of the members in the group are Bulgarian and we could communicate easier with the interviewees in their native language. Moreover, some of the interviewees expressed that they would feel more comfortable if the interviews were conducted in Bulgarian and it would be easier for them to distribute the information. Thus, we separated the interviews equally among the group members only one person was present at the interview due to the fact that we wanted to avoid our interviewees feeling pressured and uncomfortable. The interviews were recorded with the interviewees’ permission and later on heard and discussed by the whole group. In addition, each one of the group members transcribed their interviews and carefully translated them to English and again provided them for the discussions we had that led to our analysis results. Furthermore, we added all of the recordings and transcriptions into a folder on Google Drive that could be accessed only by the group members.

4.4 Data Analysis

Throughout the information gathering process, we started to analyze the data. We have organized certain patterns and terms that were explicitly discussed throughout the interview process (e.g., job satisfaction, motivation). An inductive coding method was applied as we created our codes, based on the information that we have gathered from the interviews. Following that, we began the coding process. The interviews that each author did were all encoded. We compiled the data collected, assigned keywords, and generated first-ordered codes. Afterwards, we have decided to include the most pertinent codes and reduce the number of codes overall. Then, after noticing specific patterns, we were able to identify 26 useful codes. Lastly, we developed 9 categories while the remaining categories were used as the starting point for our main theme (Job satisfaction), used in our Empirical Findings.
4.5 Ethical Considerations

In the process of writing an academic research paper the researchers must overall consider ethical concerns. The main purpose of the ethical considerations is to keep the interviewees and all people involved in the process unharmed and informed. The employees and managers of different departments should have the knowledge of the research's purpose as well as what the research will provide to the researchers (Collis & Hussey, 2014). In order to secure the ethical considerations we enlightened all participants on how we would use their data and what we want to find with their data. Before conducting the data we have asked all participants to sign consent to have their permission and further reassure that if they do not want parts of the data included within the research we would not use their given answers. Additionally, the questions of the interview are not obligated to be answered by the interviewees since we want their contentment. All materials collected were treated confidentially and only used for the purpose of this study.
5. Empirical findings

The following chapter shows our empirical findings for this research paper. The generated outcomes serve as the base for this study's analysis. The data was gathered from the interviews that were carried out. The chapter is organized into 9 sections that address the influence of drivers and hinders on job satisfaction.

5.1 Drivers and Hinders for Job satisfaction

In this section we have discussed the drivers and hinders of job satisfaction of the employees in the case study. Each section describes drivers, hinders and some of the sections are combinations of both, depending on the perspective of the interviewee.

5.1.1 Perspective

The interviewees gave their own perspective regarding the definitions of job satisfaction. It is stated in INT1 that “[…] when I achieve results, feel good, work with colleagues and a team that I enjoy, i.e. the working atmosphere is pleasant and I have some freedom of action […]”. According to INT2, job satisfaction is related to business performance and they are both tightly linked with the mission and vision of the hotel and the organization “[…] deeply connected to the mission vision and values […]”. Moreover, the respondent in INT2 mentioned that “[…] its generator and the strategy are also related to these basic concepts which in one place, if clarified in principle, they build the whole organizational culture and at the same time if this organizational culture is strong enough it affects both the satisfaction and the performance […]”. INT6 and INT2’s observations regarding job satisfaction results from the effective operation of the hotel and the proper distribution of tasks related to their role. INT4 mentions that job satisfaction is “[…] how are you feeling on Sunday going into Monday.” The interviewee mentioned that this sector, the hospitality industry, requires more involvement than any other industry since they provide an environment which is completely personal as an experience. INT4 further elaborate on what their perspective is on job satisfaction which is “I would say job satisfaction for me, is knowing that everybody who come and go from here will be happy to come back and that is what drives me, the pursuit of satisfaction in the guests, for me satisfaction is when guests are satisfied.”
In INT3 the respondent claimed that job satisfaction comes from two factors: the environment provided by the general manager's team and how the team feels. "As a spa manager, I do not allow the stress of the hotel's upper management to get to them, because if they are not calm, they cannot deliver the proper sense of relaxation to the guests."[...] INT5 has a similar perception of job satisfaction as INT4 and INT3. Since they all rely on meeting the customers and giving guests high quality service. INT5 states that the variety of guests enables her to gain experience in the field. For instance, communicating with different people, knowing what to propose, how to sell their offerings, and informing them in all ways. Additionally these aspects keep them satisfied.

5.1.2 Factors of satisfaction

In INT1, the respondent explains that they have been working for the company for years “[...] part of this hotel for years. I came as an intern back in the day and since then this has actually been my workplace. [...]”, this later on in the interview plays a big role in the discussion regarding the satisfaction. In fact, they shared that the brand was changed several times as well as the General Manager, but they feel content and satisfied to keep working there, because even though those are big changes, they did not affect the overall components of their job. The interviewee in INT2 claims that a big factor for them to be satisfied is the possibility of field of expression, to be more creative in their workplace “[...] I like it because in it I have the opportunity to be free and to be the author of many things and of many new practices. It is quite unstructured and in many situations this creates a general lack of security in people. Because most people function well in a much more structured environment, predictable, whereas here there is a lot of room for me to expand and create a lot of things. [...]”.

Being satisfied with the job led INT4 to get a promotion. The respondent mentioned that when job satisfaction is accountable “I have the time to do my job right, to go out and train, meet friends afterwards so nothing comes over and I am not overwhelmed with work, got that satisfaction at the end of the day which is really important [...]” They derive satisfaction from several factors. Receiving validation and appreciation by colleagues and guests is what INT4 is mostly satisfied with. In their words “So satisfaction for me not only from guests of course it comes from the validation of the whole team.” Knowing more about the given task is an essential factor for INT5 to be satisfied with their job. Meeting new guests and communicating with different types of nationalities gives additional satisfaction (INT5).
The interviewee from INT3 mentioned that one of the factors of satisfaction is the atmosphere she gets from working in the spa department: “Compared with my previous position, which involved direct interaction with all the family issues, working in the hospitality industry, especially spa gives me calmness and helps me recharge myself. […]”

Another factor that has been addressed is health insurance and social benefits. Providing meal coupons and accommodation for workers is an important component when considering job satisfaction and motivation.

The success of the luxurious hotels depends on how the employees treat the guests “Your reviews, your bonuses, your booking reviews, they all depend on the work of your colleagues as well.” (INT4). Getting good reviews can mean that the customers are satisfied, which can then lead to customer loyalty for the hotel. Bonuses mean that the employee is doing their job right which is why they are recognized by the manager. Moreover, overall team dynamic not only for the reception but also the room services are aspects that contribute to the overall successfulness of the luxurious hotels in Bulgaria. (INT4).

Working in a dynamic work environment and with competent people is another satisfaction factor when it comes to job satisfaction. In INT6 it is mentioned that the hotel provides the opportunity to interact with many different organizations, and that the daily responsibilities vary depending on the workload, making the position interesting. In addition, an enjoyable work atmosphere contributes to employee satisfaction.

### 5.1.3 Factors of dissatisfaction

According to INT2, some of the managerial part of the employees do not see the purpose of the respondents’ managerial position (HR manager), which respectively, leads to not understanding and underestimating their work, since the results of their tasks and implementations are slower and often overlooked “[…] the function is very difficult to understand by most managers and it is very difficult for them to see the added value of it, although they state it when they actually work with HR. It is quite difficult for them to understand the benefit due to the fact that it is not material in most cases. And it does not always give a quick result, but is related to processes that take more time and their results are seen later. […]”. Thus, for them the not recognition of their work is giving them dissatisfaction, which eventually might cause lack of motivation and lower job satisfaction.

In INT1, it is stated that the cause for dissatisfaction are the hard times and problems at work, that cause tiredness and burn out.
One reason for dissatisfaction is putting all the effort in a job/task, giving it 100% and getting a bad review (INT4). According to INT4, having the “yes I can” attitude with customers is what keeps him satisfied, although hearing the guests leave [...] “a bad review all because some of your colleagues did not do their job right” is what brings dissatisfaction within the job. Among reasons for dissatisfaction, one of them is low salary, As INT4 stated [...] “not just in Bulgaria of course but the profit margins are pretty thin” [...] this can create low performance within the employees work performance due to low job satisfaction.

The success of the luxurious hotels depends on how the employees treat the guests “Your reviews, your bonuses, your booking reviews, they all depend on the work of your colleagues as well.” (INT4). Getting good reviews can mean that the customers are satisfied, which can then lead to customer loyalty for the hotel. Bonuses mean that the employee is doing their job right which is why they are recognized by the manager. Moreover, overall team dynamic not only for the reception but also the room services are aspects that contribute to the overall successfulness of the luxurious hotels in Bulgaria. (INT4).

The unprofessional behavior at work has been highlighted as a source of dissatisfaction. Some employees do not adhere to a basic ethical code (INT6). To further elaborate on the statement of INT6, INT4 said “I would really like to have a bit more professional colleagues so to say I would really love if everybody had that fire going on in them like it does in me” [...]  

### 5.1.4 Motivation

Essential factors such as getting recognized by the manager, to be promoted, not considering how much money is earned, not thinking about what hotel environment employees are working in and doing the best as an employee brings motivation (INT4).

In INT1, it is discussed that the principal aspect regarding the motivation of the employees is the connection and the balance between the organization’s values and the personal values of the employees. Hence, if the employees recognise themselves in the company’s values, they form a good connection that positively contributes to the personal motivation “[...] Then when we have this between the two, actually a person feels good, has found his place and is accordingly more engaged and more motivated to contribute [...]”. Furthermore, motivation could be found in the recognition a person receives for their work and the validation, as well as some kind of rewards (INT2). Furthermore, the wage and the level of education are important considerations. Regardless of
the other advantages, such as workshops and business trips, the employee must be content with the wage since the income should satisfy the standard that they currently have and allow them to progress further ahead, providing comfort and stability (INT1,2,3,5,6).

5.1.5 Work environment

In both INT1 and INT2, the respondents compare their colleagues with words like “family” and “home”, hence showing that the work environment is of great importance to their job satisfaction and illustrating that the close relationship with the other people working at the hotel is a major factor regarding their satisfaction. Moreover, in INT1, the respondent explains the importance of ethics, and mentions once more that the company is having the right, according to them, work environment “[...] The company is extremely correct and ethical towards all employees, which is very important [...]”. In addition, the respondent from INT5 has stated that the calm and friendly work environment is a key factor to keeping her motivated. As mentioned previously, the interviewee from INT2,3,6 considers the freedom they have with their job and the work they do as a good work environment and one of the factors of satisfaction.

5.1.6 Opportunity for development

INT3 and INT6 stated as managers in a big hotel, they have achieved the peak of development of their career. The company provides prospects for advancement and promotion for the roles. Companies give extra education, courses, and are always attempting to conduct additional assistance in the department, or an individual, when required. The idea is to ensure a smooth workflow inside the organization and to constantly encourage employee’s development. As stated in INT5 “[...]I have a lot of experience with guests, I worked like this for a year and I am motivated to continue to do it.” providing a workplace in which the employee can constantly expand their knowledge and develop themselves is an essential element in employee satisfaction. Moreover, in INT1 and INT2, the respondents added that the possibilities of developing within the industry and in particular the organizations they work for are a key factor for the majority of the employees.
5.1.7 Leadership style

The leadership style differs in every hotel, depending on the General Manager and the managerial staff. In INT1, the respondent stated that they do not have a specific leadership style, but more like an open-door policy, where the General Manager and the rest of the managers are available and there is an easy access for everyone to have a clear and easy communication “[...] he is accessible, everyone can talk to him, meet him and communicate [...]”. In addition, it is mentioned that they do have a hierarchy at the workplace. For instance, they have heads of departments and supervisors below them. In INT2, the respondent shared that according to them every organization that is “aware” should have a particular, preferred leadership style that they implemented successfully. Accordingly, a very strong element of their organizational structure is the family orientation and the concept of a family business, where “[...] the guests really feel at home and the owners keep their employees feeling like family and the relationship is very supportive, and not so much the corporate style [...]”. (INT2) In addition, they have a more liberal leadership style, where the employees have the opportunity to share their opinions, to be part of the decision making and for them to feel the support in order to be satisfied (INT2). According to all of the interviews, the indicators that they are considering in their hotels are the same. For instance, happy and motivated employees, happy and satisfied with the service customers, and the bottom line would be a successful financial outcome for the business.

Moreover, the most crucial factor for hotels’ success is the human resources. “The hotel’s essence is its people. The fifth star of a hotel is its employees, and the more investors understand this, the easier it is to operate a hotel.” (INT3). Human resources are the main driver for a smooth operation and execution of all activities in the hospitality industry as it is an essential for the executive board to manage and lead the team.

It is noted in INT3 and INT6 that not all departments have the same leadership style. In INT3, for example, it is said that “80% of the time I am attempting to imply democratic leadership, but some situations require me to be more strict with my employees, which can affect their satisfaction at certain times.”[...]

Furthermore, the respondent of INT6 explained that managing the Inventory department demands higher authority over the employee. However, both managers place an importance on creating a welcoming environment in which employees are able to express themselves and feel valued.
5.1.8 Feedback

According to INT1, firstly they have an “online employee satisfaction survey”, which is anonymous and they get results on a hotel level, department level based on different criteria and indicators. Secondly, they have the so called initiative “Breakfast with the General Manager”, where every month one employee per department is chosen randomly and they all have breakfast at the hotel’s restaurant, in which way they do not only get the opportunity to feel like customers in the hotel, but also discuss on the points that could be improved and give constructive criticism. Furthermore, the respondent in INT2 pointed out that recently they had a survey regarding job satisfaction. Additionally, the employees were quite satisfied and eager to fill in the survey due to the fact that they did not have a separate human resource department before, and the managers were not taking job satisfaction into account for a long period of time (INT2).

The managers and employees maintain open communication so when someone in the department is dissatisfied the management strives to encourage them and resolve the issue (INT3, INT6).

5.1.9 Qualifications

According to the data gathered from the interviews and after interpreting the information, the section regarding qualifications could contain information regarding the education and background of the employees and their soft skills.

The results from the conducted interviews shows that the majority of the respondents have completed or are currently completing a degree within the Tourism Management and Management. However, a suitable candidate should have specific personal/soft skills in addition to education and certifications in order to be regarded fit for the post. They must be able to communicate well and work well in teams. Because work overload is dynamic, managers are looking for adaptability. Working in the hospitality industry can be stressful, so employees must be able to handle challenging circumstances. Since the hospitality industry is based on human interaction, managers look for candidates who are friendly and compassionate. Once these requirements are met, managers can form an ambitious, motivated, and diverse team. As a result, it is simpler to maintain the motivating work atmosphere and to boost satisfaction among employees.
6. Analysis

The aim of this section is to have a deeper understanding of the empirical findings by analyzing the outcome of the data collected. We will merge our findings from the collected data, theoretical frameworks and the literature which was previously mentioned in the paper. This section further illustrates new perspectives which were not stated previously in the theoretical framework but appeared in the process of analyzing the data collection and empirical findings.

The initial literature which we have focused on is job satisfaction. Throughout the analysis of the data collection we have interviewed individuals who are employees. Although some are in managerial positions and some work in lower positions but still considered as employees. Definitions from previous research which describes job satisfaction as feeling safe and happy within the working environment which then results in the increase of work performance (Sanjaya, 2023). Furthermore this aligns with all the respondents from the data collection. All interviewees mentioned that they feel satisfied with their jobs which make them perform better when completing their tasks. Additionally, the majority of the interviews mentioned job satisfaction as a whole for instance INT1,2,3,5,6 whereas INT4 further elaborated on keeping the guests satisfied is essential for job satisfaction. As a result when the guests are satisfied, it reflects on the job satisfaction of the employees as well as it positively impacts on Bulgarian hotels keeping their standards high.

According to Herzberg (1966), an individual's reason for working involves growth, the job itself, an opportunity for development, responsibility, recognition, and achievement. Based on the gathered data the aspects that lead to job satisfaction include receiving validation and appreciation from colleagues and guests, learning more about the assigned task, meeting new guests and communicating with people of various nationalities, the atmosphere of the spa department, health insurance and social benefits, meal coupons and accommodation for workers, working in a dynamic work environment and with competent people. Furthermore, the hotel allows for interaction with a variety of organizations, and daily responsibilities vary depending on workload, making the position interesting and an enjoyable work environment contributes to employee satisfaction.
All respondents mentioned what job satisfaction is for them, the majority of the respondents stated that wanting to do more for the job creates better work performance. Therefore the interviews reflect on the main theory of the research paper which is Herzberg's two factor theory. The theory is based on the motivational aspects of employees in the working environment. These aspects divide into two main categories which are external and internal factors. For instance, as mentioned in the empirical findings, the equipment that hotels provide, shifts, and salaries (hygiene factors) are considered as external factors. Moreover, keeping a positive relationship with the managers and managers having a respectful attitude towards the employees would enhance self-confidence and enable them to perform better as well as make them gain job satisfaction. This is a result of an internal factor which is more about self-determination, and personal motivation.

Furthermore, self-determination is a part of Maslow’s Theory of Motivation and Satisfaction, the term is placed on the top of the hierarchical pyramid. The majority of the interviews give us information that the employees in these hotels are satisfied through their personal needs in accordance with Maslow's theory. As explained previously in the Theoretical Framework, the personal needs include psychological, safety, social belonging, self esteem and self authorization (Pardee, 1990).

McGregor’s Theory X and Theory Y are quite applicable in the hospitality industry. According to the respondents from the conducted interviews and their own perceptions about their colleagues, Theory Y is proven in a practical way in the hotels in Bulgaria. For instance, all of the interviewees state that when the mission and vision of the hotels are in parallel with the values and ideology of the employees, the work is handled easier and is more gratifying, which correspondingly, increases their motivation and job satisfaction. In consequence with Theory Y, in order to accomplish goals, employees are in need of discipline and independence. Thus, INT1 and INT2 outline the fact that the leadership style and the approach by managers is of great importance. For example, more authoritarian styles are not working for their hotels, because the employees show better work performance if they have more freedom to express themselves and be part of the decision-making. Moreover, Theory X is based on the “soft” and “hard” approaches regarding the management styles (Gannon & Boguszak, 2013). According to all of the interviews, the management styles and the leadership in the hotels are hierarchy oriented, but with an open-door policy and accessibility to the managers and the owners. In addition, as a management practice, they have a lot of coaching, mentoring and training. Hence,
the hotels that took part of the research, are somewhere between “soft” and “hard” approach to the management styles.
7. Conclusion and Discussion

In this chapter we present an overall summary of the objectives of this research paper and we reflect on the Analysis in the previous chapter. We are discussing the Theoretical and Practical Implications and we provide suggestions for Future Research regarding the topic as well as the limitation of the study topic.

7.1 Conclusion

The purpose of this thesis is to find whether there is an impact on the Bulgarian hospitality industry resulting from job satisfaction, by examining the drivers and hinders, in particular, the luxurious hotels in Bulgaria. The aim of this research was achieved by finding the most suitable theories that could be connected with the data we gathered from the interviews and linking them in the analysis.

The paper shows drivers and hinders that affect the Luxurious hotels in Bulgaria and examines how these factors influence the hospitality industry. Therefore by interviewing employees in this particular industry, analyzing their thoughts and based on their experience we draw a conclusion that gives an answer to our research question.

From the conducted research we have examined that factors that influence job satisfaction are both self-determined and depending on the work environment established. We have examined job satisfaction and in our Analysis we have provided an explanation of what is the relationship between the factors influencing job satisfaction. After we analyzed the various drivers such as salary, education, and work environment etc. we have concluded that they indeed impact the luxurious hotels through job satisfaction due to factors affecting employee motivation, satisfaction and performance.

7.2 Discussion

Based on the research, conducted by Yavas et al. (2013) it is concluded that some hinders like work overload or interpersonal conflicts do influence the employee performance, however it does not significantly lead to a decreased satisfaction. In comparison, the drivers have a direct
positive impact and boost the career development and satisfaction of the employees through the increased job satisfaction.

From the discussions we had as a group, we came to the conclusion that the managers and their leadership styles often affect the motivation and job satisfaction at the workplace. Moreover, analyzing the drivers and hinders shows that they are the main factors for employees satisfaction or dissatisfaction, which impacts the overall job satisfaction. After conducting and analyzing the interviews that we had with managers and employees from various luxurious hotels in Bulgaria we came across to the point where we discovered that indeed the theories that we have found and included in this paper are still implemented not only in one or two hotels, but in all of which we gathered information from. Concluding from that, we think that since the hotels are located all over the country, those theories could be very much applicable for the whole or the bigger part within the hospitality industry in Bulgaria.

7.3 Practical Implications

In our research, we managed to discover how job satisfaction as a mediator influences the employees’ satisfaction in the luxurious hotels within the Bulgarian hospitality industry. We believe that our findings could contribute to the hotels in order for the managers to improve and maintain the employee satisfaction through the drivers and hinders, discovered as a result of their perspective.

Moreover, the findings provide that when the employees’ personal job satisfaction increases, then their work performance gets higher which indicates that job satisfaction is a direct driving force for the successful operation of the luxurious hotels.

7.4 Limitation and Future research

The open semi-structured interviews for main information present the limits of the research findings since participants' thoughts are often shaped subjectively by their personal experiences, opinions, and ideas. In addition, perceptions are often constrained suggesting that our insights as investigators may have an influence on the findings and conclusions. Even though the respondents presented valuable insight, identifying the information could be seen as unbiased.
Moreover, some articles, supporting this paper dated from a wider time period however, based on the responses we got, they still seem to be accurate.

Another limitation is the fact we had to eliminate certain steps because of limited time. To begin with, we consider the small number of participants has an effect on the overall reliability of our research. Larger sample size studies will certainly produce more specific segments of our topic and retrieve more factors that influence job satisfaction.

Additionally, a suggestion for further research would be to inspect not only luxurious hotels in Bulgaria, but others as well. In this way, it would be possible to determine whether those theories are still applicable for all hotels, not taking into account the number of stars they have. Also, another suggestion would be to look into other countries’ hospitality industry and uncover if the case is the same and those same theories are implemented and the job satisfaction and its drivers and hinderers has the same amount of importance as in the hospitality industry and more precisely hotel industry in Bulgaria. By in-depth research in this topic we can get objective perspectives.

Moreover, a deeper research, based on the Self-Determination theory could be conducted in order to examine employee’s motivation and what strategies the companies can apply to boost positive outcomes within the business. For example, how external rewards, as bonuses, can affect their motivation and their performance (Gagné & Deci, 2005).

We believe that comprehending the research's strengths and weaknesses, as well as recommendations and suggestions for future research, will allow the involved participants to gain a deeper understanding of the relationship and obtain a more detailed overview of it in different circumstances and applications.
8. Reference List


Appendices

Interview Question Template

1. What is your current position in the company? What role do you play within the company and some of your responsibilities?
2. How do you define job satisfaction and business performance?
3. How would you measure business performance? (Managers)
4. What is your level of education?
5. Do you enjoy the working environment in the company? If not, what is your ideal work environment?
6. Are you satisfied with your job?
7. What makes you satisfied within the company or working environment? (Such as management styles, social support, coworker relationships and supervisor support?)
8. What makes you dissatisfied within the company or working environment?
9. Does the company offer you adequate opportunities for you to develop yourself?
10. What attracts you the most to this position?
11. Tell me about the least favorite aspect of your current position?
12. What factors do you believe contribute to job satisfaction among employee/managers within the hotel industry?
13. How do working conditions, such as workload, schedule flexibility, and work environment, influence job satisfaction in the hotel industry?
14. Do you believe that if you are satisfied with your job this would reflect on the business performance? Additionally, or do you think it would only affect your work performance?
15. What is the impact of management style on job satisfaction in the hotel industry?
16. How does the level of employee empowerment and decision-making authority influence job satisfaction in the hotel industry? (Managers)
17. To what extent do opportunities for career advancement and professional development affect job satisfaction in the company?
18. What leadership style do you implement in the hotel? (managers)
19. How can you determine if an employee is qualified for the position? What are the characteristics/qualities you are looking for in a candidate? (Managers)
20. What do you think is the best way to motivate employees in the hotel industry? (Managers)
21. What would you do in a case where your employee is not eligible to do the task would you fire them or would you do trainings or create other solutions? (Leadership)
22. What strategies have you used to improve job satisfaction among managers within your hotel, and what impact have these strategies had on business performance?
23. How does employee engagement with the hotel's mission and values affect job satisfaction? (Managers)
24. What are the most important indicators of business performance for hotels? (Managers)
25. How do you measure the impact of job satisfaction on business performance within your hotel? (Managers)
26. To what extent do you believe that employee motivation and commitment contribute to business performance within the hotel industry?
27. How do you integrate employee feedback on job satisfaction into your decision-making processes as a manager? (Managers)
28. What do you think are the most important aspects of a successful hotel business?