Investigating The Impact Of Employee-Manager Relationships On Job Satisfaction Within The Hospitality Industry Of Goa

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ARTICLE INFO	ABSTRACT
	The hotel industry is booming amidst the scenic surroundings of Goa. This study probes deep into the way relationships with the teams of a manager affect work and job satisfaction of employees. Insights from 300 business executives have folded into an in-depth qualitative interview with the quantitative rigor of surveys. The over-all scaling of Thurstone in a number of factors ranked autonomy, management support, effective communication, conflict resolution, incentives and recognition, and leadership style, among others by observing what actually influence work satisfaction. As compared to that underlying statistic analyses linked job happiness to quality of interpersonal relations at work, and its relationships to specific work schedules were significantly supported by certain job categories and hotel classifications as well. The findings indicated that employees should realize their own self-worth and should be in a position to develop conflict-resolution mechanisms, and open communication taking into consideration the larger economic impact with a satisfied hotel workforce. **Keywords**: *Job Satisfaction, Workplace relationships, Communication, Autonomy, Thurstone Scaling, Chi Square Analysis*

INTRODUCTION:

In the modern professional context, the relation between the employees and their superiors determines job satisfaction as well as the overall psychological health of the employee. The relationship type directly influences the perspective, motivation, and performance of the employees, which therefore should be of organizational concern (Judge et al., 2001). In the hospitality and hotel area, those facets of the employee-manager relationship that bear high importance for the job at hand could affect job satisfaction (Ilies, 2001). This satisfaction of the employee toward the organization's objectives is vital because the success of the organization is measured through the combined effort of the workforce. The collective objective of the organization, in this dimension, is employee satisfaction (Supanti et al., 2015). The employee–manager relationship is the main relationship that highly influences personal overall well-being and organizational efficiency and effectiveness (Supanti et al., 2015). This implies that any interactions between employees and managers may have deep implications for the motivation, engagement, and retention of the key talent.

It is to consider the mentioned employee-manager relation is based on a mixture of communication, trust, respect, and support. Flourishing in such a relation through open communication, the work environment thrives through nurturing autonomy, the celebration of achievements, and giving way to growth opportunities (Oxenbridge & Brown, 2004). On the contrary, a tensed or hostile relation with the manager can give birth to feelings of isolation, low sense of motivation, and disengagement, resulting in low job satisfaction and increasing the propensity of employee attrition (Rubery et al., 2003).

1.1 THE HOSPITALITY INDUSTRY IN GOA

In the scenic state of Goa known for world-class beaches, rich culture, and hospitality of the highest order, the pride of ensuring unforgettable guest experiences lies solely with the hospitality industry. Thus, the level of employee satisfaction still lies among the key prime factors to measure the overall success and popularity of

any hospitality unit. Quality interaction of employees with their managers turned out to be the most important determinant of job satisfaction and the well-being of employees (Barreto & Mayya, 2023). However, these characteristics of Goa's hospitality industry can also be regarded to show relationships between employees and managers that lay open the uniqueness of the obstacles and potentials.

The economy of the state in the competitive environment is based hugely on the quality of the state's service from the various branches of its hospitality businesses like hotels to restaurants. Ideal employee-manager relationships have to be fostered that will enable employees to be motivated, producing the type of work environment that will elicit both productivity and guest satisfaction.

This study will take the analysis further in dissecting the nuances of the nature of employee–manager interactions that deeply influence job satisfaction within the Goan hospitality framework (Tanwar & Prasad, 2016). This, in turn, will make the organization get sensitized to the areas which require development and enable them to devise measures for increasing the employee satisfaction level and their retention.

Job satisfaction is complicated; it includes an attitude and feelings toward the work environment like tasks, peers, and superiors (Droussiotis & Austin, 2007), reflecting the feeling of professionals as though they are interested and rewarded. Increasing attention, in fact, is oriented with the latest studies to the positive impact of relations between an employee and a manager, which increase the ability for developing job satisfaction and the vitality of the team for the organization in general and its productivity.

1.2 Variables Selected
1.21. Effective Communication: Good communication between managers and employees is the foundation for fostering job satisfaction. Open and transparent communication transmits trust, respect, and a cooperative spirit among one another. Active managers, through clear directions and open dialogue, address the concerns of the employees, thus championing this type of environment (Rad & Yarmohammadian, 2006). This is to say that communication will perform the tasks of clarifying expectations, giving feedback on how the employee is doing at the task, job, or role at hand, and acknowledging his hard work and efforts made to increase the level of his job satisfaction (Dechev, 2010).

1.2.2. Support and Guidance from management: Employee job satisfaction is an improved case wherein leadership is seen as supportive and guiding. The employees are very sure in seeking help and guidance where full support comes from their managers. Provision of resources, mentorship, and facilities for career development of employees is finely tuning their skills and indicative of investment by the management in their future successes (Gazioglu & Tansel, 2006). This nurturing approach enhances a sense of ownership of the work and leads to job satisfaction overall (Atkinson et al., 2016).

1.2.3. Recognition and Appreciation : That influences job satisfaction and are pivotal in the matrix of employee-manager interactions: showing gratitude and recognizing the efforts made (Sawithri et al., 2017). The level of satisfaction from their job is appreciably high since they are recognized for jobs well done, contributions, and success from helping their team and the entire organization. The developed workplace culture prevails over the harmonious ambiance of work by means of regular appreciation, constructive criticism, and accomplishment celebration.

1.2.4 Conflict Resolution: They are skills that a manager works on in managing and resolving conflicts in a smooth working environment (Evanschitzky et al., 2011). Efficient and judicial dealing with disputes would help early prevention of employees from being disgruntled; hence, it would increase job satisfaction (Davies, 2008).

1.2.5 Empowerment in Decision: With decisions on the job, the level of job satisfaction increases, and the job is always referred to as improved job engagement. For example, giving employees some kind of independence and involving them in decision-making at their respective level could actually result in higher job satisfaction (Gunlu et al., 2010).
1.2.6. Leadership Styles and Their Impacts: The leadership approach a manager decides to take, however, can be definitely responsible for job satisfaction. In context to transformational leadership, which focuses on the motivation and inspiration of followers, it shows an increase in job satisfaction compared to other more transactional styles of leadership (Mishra, 2013).

2. Literature Review

Effective organizational communication is an intricate and pivotal topic in the modern corporate landscape. Babatunde, (2015) provides a comprehensive perspective on its burgeoning significance. His work delineates the crucial theoretical perspectives that have taken root in recent years and also points towards the multifaceted functionalities of communication within an organization. By further classifying it into internal and external

organizational communication, Babatunde adds granularity to the vast canvas of the subject, emphasizing the different ways communication works in varying contexts.

Stacho et al., (2019) extend this exploration by turning the lens towards Slovak associations. They pose significant questions about implementing open communication attributes in these entities. The conclusions are revelatory: effective communication is not just a theoretical asset but has tangible benefits, enhancing organizational competitiveness in practical scenarios. This drives home the point that theories about communication need to be translated into actionable strategies for organizations to benefit truly.

This begs the question: who in the organization plays a pivotal role? Deveugel (2015) focuses on managerial positions, shedding light on the often-overlooked aspect of managerial training. Managers who are actively involved in communication training not only hold sway over informal communication channels in their organizations but are also more attuned to bottom-up communication, further strengthening internal communication structures.

Fem (2014) provides a geographical dimension to this discussion by spotlighting Lagos State, Nigeria. This intensive study, backed by empirical data from 120 respondents, seeks to understand the relationship between communication and employee performance in a diverse cultural setting. The findings from this research offer universal insights: there's a strong, undeniable link between productive communication and the performance, productivity, and commitment of employees, regardless of the geographical context.

The intricacies of communication are not limited to large organizations. Harris, (2000) delves deep into small businesses' challenges, especially those posed by broader employment regulations. The research provides invaluable insights into the unique challenges faced by small firms, emphasizing the importance of bespoke solutions. The overarching message is clear: one-size-fits-all strategies, especially in communication, are often counterproductive.

The role of management, especially supervisors, cannot be overstated in shaping the communication culture of an organization. Hidayah Ibrahim et al. (2019) offer a compelling narrative on how supervisors, through transparent communication, can play the role of mediators, conflict resolvers, and guides. The ripple effects of these interventions are profound, resulting in a more harmonious and productive work environment.

Bowen, (1988) and Fuchs & Prouska, (2014) further reinforce the merits of managerial support. Their research collectively underscores the point that organizations prioritising their employees, and valuing their well-being and growth, invariably create a positive ripple effect. This not only boosts the overall morale but also prepares a cadre of future leaders, fostering a sense of continuity and growth.

Delving into employee morale and its intricacies, (Shonubi et al., 2016) and Sahl, (2017) provide profound and actionable insights. Their findings put forth a simple yet powerful idea: recognition and gratitude are both moral imperatives and strategic assets. Recognizing employees' achievements, Behaviour, and contributions creates a reinforcing cycle. It not only bolsters the morale of the recognized employees but also sets positive benchmarks for others to emulate.

In the realm of conflict resolution, the works of Burke, (2006), Heine & Kerk, (2017) and Hafner-Burton & Montgomery, (2006) provide a comprehensive framework. They collectively underscore the necessity for proactive conflict detection and resolution, emphasizing that conflicts, when handled constructively, can be transformed into opportunities.

Operational efficiency, as highlighted by Bach et al., (2022), Sultana, (2011) and Mohamed, (2018). brings forth the concept of autonomy. Their collective findings emphasize the importance of decision-making autonomy in enhancing organizational agility and creativity. This decentralized approach empowers employees and fosters a culture of innovation and responsiveness.

Concluding this literature review, the focus on leadership style updated by Dorgham & Al-Mahmoud, (2013) and Nanjundeswaraswamy & Swamy, (2014) provides a holistic understanding of the topic. They highlight that while certain leadership styles, such as transformational leadership, have universally positive impacts, the true efficacy of leadership is context-dependent. Leaders need to be agile, adapting their style to the specific needs of their teams and the challenges they face

2.1. Research Gap :

Although the relationship between employee-manager interactions and work happiness has been the subject of much research in a number of other businesses and nations, Goa's hotel industry has received little empirical study. The majority of study on this subject uses data from Western cultures, with very little of it concentrating on the circumstances of Asian rising markets. The distinct features of Goa's tourist and hospitality sector combined with the cultural dynamics of the Indian labor force point to perhaps disparate causes and consequences for job satisfaction and employee-manager interactions.

3.   OBJECTIVES:

1. To identify the primary factors in employee-manager relationships that contribute to job satisfaction.
2. To explore the correlation between the quality of employee-manager relationships and levels of job satisfaction in Goa's hospitality industry.

3. To investigate whether the nature of the hospitality establishment, whether private or public, influences the relationship between employee-manager interactions and job satisfaction in Goa.
4. To ascertain if the impact of employee-manager relationships on job satisfaction remains consistent across varied job roles within Goa's hospitality sector.

4. THE HYPOTHESIS OF THE STUDY:

1. Hypothesis 1 (H1): There is a significant relationship between specific factors in employee-manager relationships and job satisfaction.
2. Hypothesis 2 (H2): There is a positive correlation between the quality of employee-manager relationships and the levels of job satisfaction within the hospitality industry in Goa.
3. Hypothesis 3 (H3): The type of hospitality establishment (private vs. public) significantly influences the relationship between employee-manager relationships and job satisfaction in Goa's hospitality sector.
4. Hypothesis 4 (H4): The effect of employee-manager relationships on job satisfaction is consistent across different job roles in the hospitality industry of Goa.

These hypotheses are meant to guide the research and help in statistical testing to either confirm or reject the proposed associations and relationships.

5. METHODOLOGY:

5.1 Research Design: This study employs quantitative research methodology to examine the impact of employee – manager relationship on job satisfaction in Goa hotel industry. Research Design: The research design is based on cross-sectional data collection to test the relationship between the variables of interest at a particular point in time.

5.2 Target Population and Sampling Methodology:
The primary focus in Goa was employees who span the diverse hotel categories covering both private and public sector establishments. To get a representative sample from this population, the authors used a simple random sampling technique. The desired sample size was selected based on relevant statistical criteria, to ensure sufficient analytical power.
In a comprehensive review of existing literature and qualitative interviews with hotel staff, the authors developed a set of items concerning employee-manager relations and job satisfaction. These items were crafted to capture varying degrees of the constructs of interest.

5.3 Data Collection Procedures:
The methodology of this study calls for the employment of a structured questionnaire designed to measure job satisfaction and quality of employee-manager relationships. Thurstone Scales related to these constructs will be incorporated into the questionnaire. Participants will be administered the survey in person or online according to their availability and preferences. Data collected will be analyzed using the following techniques:

5.4 Data Analysis Techniques:
a) Thurstone Scaling The Thurstone case v scaling method will be used to determine which of the various aspects of employee-manager relationships most strongly influence job satisfaction.

b) **Inferential Statistics:** The Chi-Square test of Independence will be used to show (strength and direction of) the relationship between quality of employee-manager relationships/job satisfaction

5.5 Study Sample:
The research sample encompasses 300 employees drawn from various hospitality establishments in Goa, India. To ensure that the hospitality domain was adequately represented, the participants were culled from a range of hotels, restaurants, resorts, and other facades of the industry.

5.6 Sampling Strategy:
For the research, we have adopted the stratified random sampling approach. We began by classifying Goa's hospitality industry into three types of establishments(i.e., Public sector, Private sector, and resorts).Employees were then selected at random from each stratum, ensuring that our sample captured a wide spectrum of perspectives from every corner of Goa's hospitality realm.

5.7 Determination of Sample Size:
To ensure a sample that is representative, the study used Cochran formula, a well-known technique for determining an appropriate sample size from finite population. First sample size was calculated as 384 with a 95% confidence level, +/-5% margin of error and most conservative estimate of the population percentage (p

= 0.5, q = 0.5). Nonetheless, because of the limitedness of the population regarding Goan hospitality industry workers (both commercial and public sectors), this had to be adjusted using finite population correction. The final sample comprised of 300 employees after calculating the modified sample size (n') based on the entire population (N). Therefore, this study's conclusion's validity is given more weight by such calculations which ensure that samples are both representative and reliable in their conclusions. A sample size of 300 is judged to be adequate for conducting a Chi-square test of independence, and is therefore large enough to expose meaningful inter-relationships between the variables under focus. Capitalizing on this appropriate sample size, the study aims to elicit reliable and profound insights into the role of employee-manager relations in the shaping of job satisfaction within Goa's hospitality sector.

6. ANALYSIS AND INTERPRETATION

6.1 The Thurstone Case V scaling technique.

Thurston's ordinal data analyzing procedure known as The Thurston Case V technique is well-known and widely used. This method promotes the creation of a one-dimensional scale that includes the variability data used for input, e.g. paired comparisons. The paradigm leans on indices like "X is better than Y" or "X is better than Y" for developing an interval scale (Green and Tull, 1985). The scaling method of Thurstone in the analysis of the six factors in the survey was included. Then those values are compared with a table with a base review performed by the model size (Krabbe, 2008). The column values are summed up, and the lowest value either transformed into neutrality or subtracted before being added up with the others. The result is presented on a single dimensions scale. Obvious Distinction of the Thurstone Case V- scaled Parameters sequence shows critical Difference. This research offers some lessons on the characteristics that matter most to hospitality industry employees in terms of both product- and non-product-oriented factors.

The analysis of non-product driven variables was conducted using the Thurstone Case V Scaling technique. Factors A through F were placed for comparison. Specifically, they included A- Effective communication, B- Support and guidance from managers, C- Recognition and appreciation, D- Autonomy and Decision-Making, E- Conflict Resolution, and F- Leadership Style.

Note: 1 represents most Preferred and 6 least Preferred

Table 1. Initial values of the Thurston Case Scaling

	A	B	C	D	E	F
A	0.5	120/300	230/300	110/300	100/300	90/300
B	180/300	0.5	120/300	140/300	240/300	200/300
C	70/300	180/300	0.5	30/300	170/300	80/300
D	190/300	160/300	270/300	0.5	130/300	90/300
E	200/300	60/300	130/300	170/300	0.5	110/300
F	210/300	100/300	220/300	210/300	190/300	0.5

Source: Primary data

Note: A- Effective communication B- Support and guidance from managers C- Recognition and appreciation D- Autonomy and Decision-Making , E- Conflict Resolution and F- Leadership Style

Table 2. Decimal Conversion of initial data

	A	B	C	D	E	F
A	0.5	0.4	0.76	0.36	0.33	0.3
B	0.6	0.5	0.4	0.46	0.8	0.66
C	0.23	0.6	0.5	0.10	0.56	0.26
D	0.63	0.53	0.9	0.5	0.43	0.3
E	0.66	0.20	0.43	0.56	0.5	0.36
F	0.7	0.33	0.73	0.7	0.63	0.5

Source : Primary data

Table 3. Values derived from the Thurston Case V Table

	A	B	C	D	E	F
A	0	-0.25	0.70	-0.35	-0.44	-0.52
B	0.25	0	-0.25	-0.10	0.84	0.41
C	-0.73	0.25	0	-1.28	0.15	-0.64
D	0.33	0.70	1.28	0	0.17	-0.52
E	0.41	-0.84	-0.17	0.15	0	-0.35
F	0.52	-0.44	0.61	0.52	0.33	0

Source : Primary data

Table 4. Added values of Thurston case v scaling

	A	B	C	D	E	F
	0.78	-0.58	2.17	-1.06	1.05	-1.62

Source : Primary data

Table 5. Final Value Conversion

A	B	C	D	E	F
2.4	1.04	3.79	0.56	2.67	0

6.2 The Chi Square Test of Independence

The Chi-Square Test of Independence is a statistical method used to determine if there is a significant association between two categorical variables in a contingency table. A significant result indicates that the variables are dependent (associated), while a non-significant result suggests no association, implying the variables are independent (Pandis, 2016). The test compares the observed and expected frequencies, with a threshold for significance determined by the degrees of freedom (Tallarida et al., 1987).

The degrees of freedom are calculated as (r-1)(c-1), where r is the number of row variables and c is the number of column variables. The obtained chi-square statistic is compared to the critical value; if greater, the null hypothesis of independence is rejected, indicating a relationship between the variables. If less than the critical value, there is no significant relationship.

The Chi-Square Test of Independence is widely used in research and practical applications to assess the association between categorical variables. applications when the data are categorical. For instance, the test is well used in Biological Sciences in comparing proportions or other measures (Sokal et al. 1991).

Table 6 : Cross-table Quality of Employer manager relationships with respondents satisfaction level

			Satisfaction level					Total
			Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	
Quality of employee manager relationship	Poor	Count	4	6	25	34	20	89
		Expected Count	4.7	34.1	15.4	22.5	12.2	89.0
		Residual	-.7	-28.1	9.6	11.5	7.8	
	Average	Count	9	7	25	40	20	101
		Expected Count	5.4	38.7	17.5	25.6	13.8	101.0
		Residual	3.6	-31.7	7.5	14.4	6.2	
	Good	Count	1	64	2	2	1	70
		Expected Count	3.7	26.8	12.1	17.7	9.6	70.0
		Residual	-2.7	37.2	-10.1	-15.7	-8.6	
	Excellent	Count	2	38	0	0	0	40
		Expected Count	2.1	15.3	6.9	10.1	5.5	40.0
		Residual	-.1	22.7	-6.9	-10.1	-5.5	
Total		Count	16	115	52	76	41	300
		Expected Count	16.0	115.0	52.0	76.0	41.0	300.0
Pearson Chi-Square (12 df) =222.234, P<0.001								

- A cross-tabulation of employee satisfaction ratings with the caliber of manager-employee interactions is shown in Table 6. It shows the predicted and actual counts for every combination of the two variables. This table allows us to examine the relationship between worker satisfaction and the effectiveness of the manager-employee relationship. The information indicates that workers who rate their relationships as "Good" are primarily in the "Satisfied" category. On the other hand, those who rate their relationship quality as "Poor" exhibit a clear tendency to fall into the "Dissatisfied" and "Very Dissatisfied" groups, suggesting that they are probably not as happy in their jobs.
- The Pearson Chi-Square statistic is 222.234 with 12 degrees of freedom, and the associated p-value is < 0.001. This indicates a significant association between employee satisfaction levels and the quality of the employee-manager relationship. Consequently, these two variables are interrelated, suggesting their connection is strong and association exist between quality of employee manager relationships and job satisfaction , hence we reject the null hypothesis

Table 7 :Cross Table : Type of Hotel Establishment with respondents satisfaction level

			Satisfaction Level					Total
			Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	
Type of Hotel	Private	Count	0	30	0	82	38	150
		Expected Count	11.0	65.0	7.0	47.5	19.5	150.0
		Residual	-11.0	-35.0	-7.0	34.5	18.5	
	Public	Count	22	100	14	13	1	150
		Expected Count	11.0	65.0	7.0	47.5	19.5	150.0
		Residual	11.0	35.0	7.0	-34.5	-18.5	
Total		Count	22	130	14	95	39	300
		Expected Count	22.0	130.0	14.0	95.0	39.0	300.0
Pearson Chi-Square (4 df) =158.911, P<0.001								

Table 7 cross tabulates hotel types (Private vs. Public) with customer satisfaction levels (Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied). Both counts and expected counts for each pairing of the variables are presented. This allows for a comparison of employee satisfaction ratings between private and public hotels. There are clear differences between the two hotel types in terms of customer satisfaction. Private hotels seem to have a higher percentage of highly dissatisfied and dissatisfied people than public hotels, which have a higher percentage of satisfied employees.

Pearson Chi-Square gives us a value of 158.911 and four degrees of freedom. A corresponding p-value below 00.1 suggests that there is a significant relationship between hotel type and satisfaction. This means that the relationship between these factors is not the result of pure chance. According to empirical studies, there is a strong relationship between hotel type and customer satisfaction. This is supported by the consistent expected cell counts and incredibly low p-values in our analysis..

Table 8 Cross Table: Category of Job with respondents satisfaction level

Category of Job * Satisfaction Level Crosstabulation								
			Satisfaction Level					
			Excellent	Good	Satisfactory	Poor	Very Poor	Total
Category of Job	Front Line Staff	Count	20	26	17	63	10	136
		Expected Count	16.3	39.4	24.0	34.9	21.3	136.0
		Residual	3.7	-13.4	-7.0	28.1	-11.3	
	Supervisors	Count	1	49	28	2	19	99
		Expected Count	11.9	28.7	17.5	25.4	15.5	99.0
		Residual	-10.9	20.3	10.5	-23.4	3.5	
	Managers	Count	15	12	8	12	18	65
		Expected Count	7.8	18.9	11.5	16.7	10.2	65.0
		Residual	7.2	-6.9	-3.5	-4.7	7.8	
Total		Count	36	87	53	77	47	300
		Expected Count	36.0	87.0	53.0	77.0	47.0	300.0
Pearson Chi-Square (8 df) = 106.553 , P<0.001								

Table 8 shows crosstabulation (for Employee Satisfaction by Job categories) in the Chi-square Goodness-of-Fit Test section. Employee Satisfaction by Job categories is our table. By observing the actual and expected counts that are listed for each combination of the variables (or each "cell"), the crosstabulation allows us to assess the distribution of satisfaction ratings for each job role. Indeed, we conclude from this crosstabulation that satisfaction ratings are not uniform across managers, front-line staff, and supervisors.

The Pearson Chi-Square value for this example is 106.553, with 8 degrees of freedom, and a p-value of .000. Because this p-value is very close to 0, we can say that the correlation between these variables is strong, and we can reject the null hypothesis.

7. DISCUSSION AND CONCLUSION

Through the use of Thurstone scaling integrated with the chi-square test of independence comes in relation to offering fresh information on the dynamics of the relationship between employees and their managers and how it works on job satisfaction.

Thurstone scaling has recognized rewards and recognition as critical motivators of job satisfaction. In the hierarchy of factors influencing happiness at the workplace, it emerged that employees working within the hospitality industry in Goa value appreciation of effort at the top level. This only heightens their importance toward positive work environments that will give room to more effective solutions for conflicts and smoother communication.

The results point to a recognition value - that is, how employees appreciate someone's work. This recognition value is equally supported by the value of a work setting, proven by the high scores pertaining to this area, such as conflict resolution and effective communication skills.

Another essential factor is empowerment for an employee, which is realized in independence and freedom of choice. This makes the feeling of belonging to the job greater at an individual level and contributes to more satisfaction in a given position. Other important factors are strong management scaffolding and direction, along with the significance of managerial assistance.

It is interesting that, while the level of job satisfaction is an outcome significantly influenced by the leadership style, it actually falls lower in the hierarchy needs, which suggests other elements are most predominant within the Goan hospitality industry.

To support these findings, the chi-square test confirms a strong correlation between work satisfaction and the level of manager-employee rapport. The very significant p-value attests to the strong influence of these interactions on work satisfaction in the industry.

The Chi-Square analyses also elucidate disparities in job satisfaction across diverse professional echelons like Managers, Front Line Staff, and Supervisors, corroborating the fluctuating satisfaction landscapes across these roles.

Overall, the results of the Thurstone scaling and chi-square tests further underscore the importance of fostering positive employee-manager interactions to help reach the highest levels of job satisfaction among Goa's hotel industry. To cultivate a favorable working environment, organizations in this sector should give top priority to channels of acknowledgment, effective communications and skillful dispute resolutions. When employers know their way through such exchanges, they can make plans that inspire engagement, morality and productivity across the workplace.

The current study offers blueprints for hospitality practitioners and academia who may wish to delve into further dimensions of the industry. Organizations may use these findings to polish the manner in which they organize their interpersonal dynamics that stress upon kinds of stressors, reward mechanisms and conflict reduction as well. By building work spaces that resonate with the ambitions and personal lives of their workforce, these organizations may significantly enlarge on the operational apparatus in the fast-evolving and hyper competitive hospitality market of Goa. Here, the rapid expansion of hotels, restaurants, clubs, bars and fast food chains, is already beginning to demand more educated, skilful and committed professionals with initiative and true flair for inter-personal behavior and real-life decision-making. These findings allow academia, simultaneously, to further this knowledge by examining such dynamics against a multiplicity of maidans and mansions in the long and turbulent field where job satisfaction and employee well-being are won.

8. IMPLICATIONS

These results provide important perspectives that can affect the Goa's tourism industry and beyond as a result of undertaking the study 'Investigating the Impact of Employee-Manager Relationships on Job Satisfaction within the Hospitality Industry of Goa'. This understanding might be vital towards creating strategies that enhance employee satisfaction as well as organizational performance in general.

1. **Prioritizing Employee-Manager Relationships:** Strong relationship links between positive manager-employee relations and work satisfaction, particularly, reflect how important the fostering of these relationships is (Netemeyer et al., 2010). The organizations should put much emphasis on enhancing the relationships between its top management and the staff, which should be characterized by openness and make the working environment conducive

2. **Managerial Training:** The chi-square test findings indicates that competent management behavior is important to be able to gain work satisfaction. With all these opportunities, on sensitizing and making them aware of the need for capacity building, the managers are helped to improve their ability and further increase staff morale through exposing the staff to various training in leadership, effective communication, and conflict resolution, along with mentoring employees (Farooq & Khan, 2011).

3. **Elevating Employee Engagement**: Engaged employees are generally satisfied with their job. To enhance job satisfaction among employees, managements in organizations may adapt employee-centric

initiatives from time to time, such as growth trajectories, including professional development, commendation programs, and consistent feedback systems from time to time (Delina, 2020).

4. **Performance Management and Recognition:** Employee satisfaction with the job can be increased by recognizing the milestone of the employee and the contribution made by them (Mujtaba & Shuaib, 2010). An open performance appraisal system, along with proper reward and commendation, can increase employee motivation.

5. **Work- Personal Life Balance**: As the relationship between manager and employee has been an emerging point of focus as an important factor behind job satisfaction, work and personal life need to be balanced effectively (Khan & Fazili, 2016). The modes of working have to be flexible, support systems have to be extended to employees, and help concerning challenges at the workplace has to be facilitated to be able to work effectively.

6. **Streamlining Communications Internally:** Good communication usually is the bedrock of employee satisfaction (Ellis, 1984). Clear channels of communication will ensure that the employees are informed of organizational news and leadership guidelines where necessary.

7. **Conflict Resolution Frameworks:** Since there is high association of conflict mediation with job satisfaction (Humphreys, 2005), have strong mechanisms in place for speedy and fair resolution of conflicts. Managerial training in the domain can make them well capable of dealing with the conflicts protecting the integrity of a positive work culture.

8. **Ongoing Employee Feedback Collection:** Periodic employees' satisfaction surveys or focus groups provide management with an indication of excellent satisfaction indices and areas needing improvement. Responding constructively to such feedback indicates an interest by the organization in problem-solving and improvement in satisfaction (Shore & Coyle-Shapiro, 2003). By incorporating and putting these insights into practice, companies in the hospitality sector in Goa will be able to guarantee that their workers are working in a more stimulating and encouraging environment (Earley, 1987). Improving job satisfaction and the synergies between employees and managers will only serve to increase the rate of employee retention, which in turn will help to improve the parameters of service quality—yet another crucial component for any business to succeed in the dynamic hospitality sector.

9. LIMITATIONS

Undoubtedly, the explored paper "Investigating the Impact of Employee-Manager Relationships on Job Satisfaction within the Hospitality Industry of Goa" is the one that provides highly informing data. In this regard, certain limitations need to be accepted within the identified scope for a detailed comprehension of the validity and further scope of generalizing the results: the survey may not have covered the wider demography of the Goan hospitality business mainly because the sample size was only 300 respondents. Apart from increasing statistical robustness, a bigger sample size would boost the generalizability of findings. Typically, self-reported surveys are filled out by people themselves, are not unbiased, and respondents are prone to change answers under the influence of social desirability or, for example, under the emotional state of the person filling out the questionnaire. Such biases can result in an improper representation of either actual levels of job satisfaction or perceptions of the relationship between a manager and his subordinates. Other factors may affect job satisfaction issues with the interactions of a manager with his or her employees. It will, for its part, likely serve to actually mask the true relationship between the studied variable and likely confounders such as job role, length of employment, organizational culture, and individual personalities. Despite its heavy value, Thurstone scaling uses subjective judgments on the part of the respondents. Such appraisals may differ under individual experiences and views and may show bias in the resulting rankings. This further leads to the fact that it inculcates very high cultural and operational subtleties of the host region—in this case, Goa. This might, in turn, limit the direct applicability of the findings in regions having a different set of cultural practices along with workplace dynamics. Future researchers' addressing these limitations would further make the research more credible and increase the relevance of the research beyond the boundaries of the hospitality sector in Goa.

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