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Research Article

Does job based determinants impel job satisfaction among the employees of star category hotels?

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Keywords

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Abstract

The aim of the paper is to study the relationship between job based determinants and job satisfaction among star category hotel employees. Data was collected from 500 hotel employees by questionnaire designed to elicit their attitudes to satisfaction and perceptions with respect to job based determinants. An examination of the correlation analysis revealed that growth opportunities and training & development have a greater impact on job satisfaction.

INTRODUCTION

The hospitality industry is a nonpareil part of the progression, stability and economy. Achieving job satisfaction among the hotel employees is the most important and crucial issue, as it results in the success of the hotel industry. There is a drastic change in the employer-employee relationship from the previous generation. Financial benefit was the main target of the previous generation employees but now it is different. They continuously work, if they derive utmost satisfaction from their job. Indian Hotel industry is witnessing colossal thrives in recent years. Even though many employees are joining the industry every year, it is facing an imbalance between the supply and demand of staff.

More number of employees quit from hotel industry due to various reasons including long hours of work, non-satisfactory pay, etc. The major challenge faced by the hotel industry is to create employees who are satisfied with their job. Babin and Boles (1996) have studied the link between employee perception regarding a good management support to find that job based determinants is associated with job satisfaction of employees.

The turnover rate of the employees is increasing day by day. Job satisfaction is one the factors that contribute to people's intention to quit their jobs (Moore, 2002); however, it is

important for both manager's and the individual's perspective to understand the factors that impact on job satisfaction. This shows that research is necessary to ensure that employees stay satisfied with their job. The present paper assesses the structural relationship amongst the components of job based determinants and job satisfaction. In this context, it is of particular interest to determine the factors that influence in enhancing the job satisfaction.

I. LITERATURE REVIEW

The research study of M. D. Lee, MacDermid, and Buck (2002) revealed that when the workload of the employees is reduced, that will strongly result in the enhancement of the employee's wellbeing leading to a decrease in the stress and fatigue level. This in turn resulted in the improvement of satisfaction level among the employees, increase in the involvement level of the employees in their work and improved their relationships with the co-workers, superiors and peers. In the research work of Samad (2006), he examined the relationship between the determinants of job and employee job satisfaction, and the result indicated that job satisfaction was associated with a highly statistically significant at the .05 level for all variables of job based determinants. The research conducted by (Linz, 2003) show that in order to raise the

satisfaction level among their employees, managers need to reduce the gap between the importance and likelihood values for job based characteristics that involve the acquisition of skills. Ashraf Shikdar & Biman Das (2003) concluded that employee job satisfaction improved significantly as a result when the organisation provides a match between expected and actual standards. When there is a feedback system introduced then the job satisfaction level among the employees was found to be increased. The participative standard with feedback condition emerges as the optimum strategy for improving employee satisfaction.

An employee will be satisfied with his/her working culture and environment if the content of the work is up to his/her satisfaction. Job security also plays a major role in raising the satisfaction level of the employees (Green and Tsitsianis, 2005). Chance of promotion for the employees plays a vital role in satisfying the employees as it provides upward mobility. Ritchie and O'Malley (2009) indicated that supervisors play an important role on employee's job satisfaction. It is important to know how supervisors may influence on the perception between the organization and employee. Findings reveal that factors which have positive relation with satisfaction that includes pay and benefits, degree of autonomy, challenging tasks, training, promotional policy, and the effect of supervision. The level of satisfaction an employee gains is the emotional state that the employee derives from the rewards which are linked with the work they do and are controlled by the management, his peers and superiors (Pepe, 2010). When the employees are provided with certain degree of autonomy on the work and control on decision making on issues related to the work a sense of greater control and influence is enhanced which in turn helps in increasing the satisfaction levels (Josephine Pepra Mensah 2010).

II. DATA ANALYSIS

The primary data (n=500 responses) were processed using SPSS. A demographic profile was established through frequencies and descriptive statistics. Pearson's correlation and regression analysis determined the relationship amongst the components of job based determinants and job satisfaction.

III. FINDINGS

1) Demographic profile of respondents

The respondents were distributed as follows: Tamil Nadu (40%); Karnataka (20%); Kerala (20%); Andhra Pradesh (20%). Although it may not fully represent, fairly valid conclusion can be drawn. 35.40 per cent of the hotels come under the three star category, 35 percent of the hotels come under four star category and 29.60 percent of the hotels fall under five star category. 35.80 per cent of the employees in star category hotels belong to the age group of 26-35 years followed by 36-45 years (31.00 per cent), 21-25 years (25.80

per cent), 46-55 years (5.40 per cent) and less than 20 years (2.00 per cent). It is clear from the results that 36.80 per cent of the employees in the star category hotels have an experience of (0-5) years. The employees with (11-15) years of experience in hotel industry are around 32 per cent. Followed by 25.80 per cent of employees in star category hotels who have the experience of (6-10) per cent and finally employees having experience of greater than 15 years constitute 5.40 per cent. It can be inferred that most of the employees working in star category hotels are experienced up to 5 years. It is evident that 42.80 per cent of the employees taken for the study from the star category hotels are staff. It is followed by 29.20 per cent of the employees from manager level and 28 per cent of the employees belonging to the supervisor level.

17.4 per cent of the employees taken for the study belonged to food production. 19 per cent of the employees were in food and beverage, 13.6 per cent of the employees taken for the study were into housekeeping. 22.6 per cent of the employees were from front office, 6 percent belonged to security. In engineering and maintenance 7.6 per cent of the employees were surveyed, 5.8 per cent of the employees were surveyed in human resource department and 8 per cent were from accounts, purchase, sales and marketing. It is clear from the result that for 84.20 per cent of the employees working in the star category hotels it is not the first hotel they are working. Only for 15.80 per cent employees this hotel stands as their first hotel experience. It can be inferred that for the majority of the employees working in this hotel is not the first hotel experience. It is observed that 35.60 per cent of the employees in star category hotels have previously worked in one hotel. And 27.60 per cent of the employees have worked in two hotels previously, followed by 21.60 per cent have worked in three hotels previously. Then 9.60 per cent of the employees have worked in four hotels previously and 5.60 per cent of the employees have previously worked in five hotels previously. It can be revealed that majority of the employees have previously worked atleast in one hotel. The management should take note of it and try hard to implement strategies to boost employees' job satisfaction and motivate them to stay in the current hotel. It can be assessed that 75.80 per cent of the employees leave their jobs for career advancement, 14.60 per cent of the employees leave their jobs in hotel industry for better pay, followed by 9.60 per cent of the employees who leave their jobs due to relocation. It can be revealed that majority of the employees in star category hotels leave their jobs and seek other jobs for career advancement. This indicates a change in trend among the employees of the hotel industry.

2) Relationship between job based determinants and job satisfaction

In order to respond to the second research question, the association between star category hotel employees' job based determinants on job satisfaction, their respective components

were determined by correlation analysis (Table 1). The findings indicated the following statistically significant relationship between job based determinants and employees' job satisfaction with the star category hotels: (1) Skill requirements is positively correlated with work environment (r=0.441; p=0.000), human resource policies (r=0.523; p=0.000), training and development (r=0.597, p=0.000), career building (r=0.346; p=0.000) and work relationships (r=0.311;p=0.000); (2) Job etiquette is

positively correlated with work environment (r=0.430; p=0.000), human resource policies (r=0.459; p=0.000), training and development (r=0.522, p=0.000), career building (r=0.268; p=0.000) and work relationships (r=0.245;p=0.000); (3) Growth opportunities is positively correlated with work environment (r=0.520; p=0.000), human resource policies (r=0.630; p=0.000), training and development (r=0.643, p=0.000), career building (r=0.412; p=0.000) and work relationships (r=0.395;p=0.000);

Table 1: Correlation analysis of Job based determinants and Job satisfaction

	WE	HRP	TD	CB	WR
SR Pearson Correlation	.441**	.523**	.597**	.346**	.311**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N	500	500	500	500	500
JE Pearson Correlation	.430**	.459**	.522**	.268**	.245**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N	500	500	500	500	500
GO Pearson Correlation	.520**	.630**	.643**	.412**	.395**
Sig. (2-tailed)	.000	.000	.000	.000	.000
N	500	500	500	500	500

Correlation is significant at the 0.01 level (2-tailed).

IV. DISCUSISON

There is a positive link between skill requirements and training & development. This confirms the impact of job based determinants on employee job satisfaction. Wright and Kim (2004) in the study found that many factors influence in increasing the satisfaction levels among employees. The factors include participation in decision making process, task significance, clarity in role, performance feedback and career-development support. Job etiquette measured by responsibility, recognition, autonomy job fit and ethics are also strongly correlated with job satisfaction.

The job based determinants appears to be influenced to some extent by a variety of issues, pay policy, relationship with co-workers and guests and promotion. Although all participants acknowledged the importance of the above variables they were not perceived to be most important as predicted by Sirgy (1990) in the study on the description of job satisfaction as one's effective appraisal of various job dimensions, including the work itself, supervision, pay, promotion policies, and co-workers. The employee job satisfaction can be increased when an employee is having good relationships with the colleagues, high salary, good working conditions, training and development opportunities and career development. Satisfied employees enjoy the content and nature of hotel work and their intention to stay in the hotel increases.

V. CONTRIBUTION AND PRACTICAL RECOMMENDATION

The study emphasises that the hotels should give critical importance to non-monetary factors such as job fit, work life balance, need based training, providing challenging tasks, and immense learning opportunities in order to create a pool of satisfied employees. Chand and Katou (2007) stated that the hospitality industry being highly labour-intensive, the effective utilization of human resources can give an organization its competitive edge. The abilities of the employees should be fully utilised to create a successful organisation

To keep employees satisfied, employees should be motivated by creating a positive work environment and give employees' opportunities to grow. When employees are motivated, there is retention or reduction in turnover, and enthusiastic employees will out produce and outperform. Career development opportunities should be provided by the hotel management to create satisfying employees. The hotels should provide their employees with the opportunities to develop and expand their knowledge, skills and experience, if not it will result in employees quitting their jobs. Employees should be provided with autonomy to take decision related to their work.

This will help them in creating a feeling of belongingness and attachment towards the hotel. This belongingness will motivate employees to stay in the hotels for a longer period with a sense of satisfaction instilled. Employer Assistance Programs (EAP) is a valuable and viable resource for employers are workplace-based programs that provide services to employers and employees on a wide range of issues that can impact an individual and a company's bottom line. Losses, both personal and professional, often require confidential and professional assistance. When challenging tasks are assigned to these employees they get motivated. Listening to employees gives them a message that they are valued and provides them with a sense of control over their work situation with tremendous level of satisfaction.

VI. LIMITATION, CONCLUSION AND SCOPE FOR FUTURE RESEARCH

Although efforts were made to carry out research that was theoretically and empirically sound, the study does suffer from few limitations. Due to very vast and varied geographical expanse of India, the respondents in the study represent only a certain geographical area that is southern part of India. A more diverse coverage of geographic regions could be done in the future. Future research can be performed by exploring each and every factor in detail. The major research finding is that in order to create a satisfied workforce, the hotels should develop and maintain a supportive working environment, should continuously enhance the skills of the employees, establish employee friendly policies and procedures, build autonomy within the organisation. In future an extended study that evaluates a wider scope of the dimensions of employee job satisfaction and job based determinants in the hotel industry should be conducted using a larger representation of hotel employees and various strengths between the variables can be established amongst the different samples.

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