



## INVESTIGATION OF JOB SATISFACTION AMONG EMPLOYEES: A CASE OF HOSPITALITY INDUSTRY IN AMBALA (INDIA)

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### Abstract

In the modern era, entrepreneurs in all industries want to recruit, select, train and motivate able employees who want to serve customers well. However, majority of industries in general and hospitality industry in particular are confronting numerous challenges with regard to their employees. The main issue before entrepreneurs here is about enrichment of satisfaction levels of their workers from different job related aspects. When workers will be satisfied, they will definitely do their duty of serving customers well. With this viewpoint, the paper explores the level of job satisfaction of hotel workers on various dimensions. A questionnaire was designed and administered on a sample of 150 hotel workers, taken from Ambala District in the State of Haryana. Analysis was conducted using frequencies and proportional analysis. Inferential statistics of Chi-square and z-test (for significant/insignificant difference between two population proportions) were also utilized. Results demonstrated a moderate level of satisfaction among the workers. Workers were mainly found dissatisfied from the behaviour of supervisor, salary, promotional opportunities, internal policies and organizational management. However, majority of sample workers were noticed as satisfied from their job, behaviour of their co-workers and customers. Further, behaviour of supervisor is found as a dimension on which satisfied and dissatisfied workers are found approximately equal in number. Accordingly, the paper calls for enhancement in the level of satisfaction of hotel workers, mainly on the dimensions on which they are found dissatisfied, if entrepreneurs want to win over competitors and customers in the market.

**Keywords:** Job satisfaction, Entrepreneurs, Hotel Workers

Presently, entrepreneurs in Indian hospitality industry are under tough competition and facing various challenges including job dis-satisfaction among their employees. Various other issues such as taxation-regulatory policies, security and service levels are also confronted by businessmen here. But whatsoever be the issues, the fact does not need any justification that any industry (whether a manufacturing or service such as hotel) can gain competitive advantage only by serving their customers well. In this way, locating prospect customers, their acquisition and retention is very much important for all kind of businesses. In this regard, service organization is not an exception where employers seek to maximize the number of customers which ultimately depend upon the quality of service. Also, it is true that service quality cannot be attained in vacuum but become achievable only when the workforce will be ready to serve customers in best possible way. Now, the point worth mentioning is that this ultimately will happen only when employees themselves will be satisfied with their jobs; since job satisfaction improves the retention level of employees; reduces tension and stress among them and enhances their level of commitment, performance and productivity. It also keeps the employees efficient and motivated to fulfill customer needs with authenticity, professionalism, happiness and great enthusiasm (Petrovic and Markovic, 2012; Kiruthiga and Magesh, 2015). In this way, as hotel industry requires physical presence and positive attitude of the employees when dealing with guests, employees' satisfaction and motivation is of paramount importance in creating fair business (Joseph, 2013). Thus, job satisfaction - a situation in which employees are enjoying their positions and feel rewarded for their efforts, is good both for employers as well as employees. Accordingly, the employers should try to increase the level of job satisfaction among the employees by any ways possible (Murray, 1999; Aksu, 2000); otherwise, they have to realize the outcome of job dissatisfaction in terms of

discouragement and turnover of current employees; increase in the cost of recruitment, selection and training of new employees; and reduction in the growth of organization. Keeping this fact in mind, the researchers, worldwide, have found numerous ways of satisfying the employees; and thus, facilitated the entrepreneurs to attract, motivate and retained the most committed workforce (Padilla-Velez, 1993; Khan et al., 2012). Keeping with the above background, this paper is located around exploring job satisfaction among hotel workers based on certain parameters (defined later in methodology). The paper is organized under seven major sections and some of the sub-sections under the main headings. Section one was introduction as defined. Section two is review of literature. Section three is about the objectives and methodology after which analysis is presented in section four. Section five concludes the findings, and sections six and seven are about implications and research directions.

### Review of Literature

According to Arokiasamy (2013), satisfaction is fulfilment of a need or desire and the pleasure obtained by such a fulfilment. The concept of employee satisfaction has gained a special concern both from academicians and practitioners. Here, the literature is contently analyzed to present a review of studies who have worked on employee satisfaction in one way or another. Research papers, articles and reports related to the period of 2010 to 2015 are investigated and presented here. Tsai et al. (2010) combined certain variables as empowerment, internal marketing, leadership and job stress to propose an integrated model of hospitality industry employees' job satisfaction, organizational commitment and job performance. The respondents were hospitality industry employees from Taipei City. The structural equation modelling was adopted to validate path relationships in integrated model. The findings showed that employees' job satisfaction directly and positively influenced organizational commitment, but did not directly



influenced job performance. Indeed, employees' job satisfaction enhanced job performance only through organizational commitment. Internal marketing, empowerment and leadership also positively influenced job satisfaction. Further, internal job stress had negative impact on employees' job satisfaction; while external job stress enhanced employees' job performance. Sledge et al. (2011) incorporated Hackman and Oldham's Job Diagnostic Survey and Hofstede's dimensions of culture in the global services industry. Multiple measures were utilized to operationalize the construct of job satisfaction based on previous researches. Qualitative research methods which incorporated face to face interviews and observation were considered. Three samples were undertaken. Employees from Toronto, Canada comprised sample A; employees from Baja, Mexico comprised sample B; and employees from Amsterdam, Netherlands comprised sample C. These three samples were analyzed separately. In the findings, the Canadian employees showed above average agreement with the statements. Their highest level of satisfaction occurred in the area of autonomy and lowest level of satisfaction were revealed with regard to skill variety. The Mexican had the highest average agreement scores and expressed the most satisfaction. These employees showed the highest satisfaction with task significance and the lowest satisfaction again with skill variety. The sample from the Netherlands yielded the lowest satisfaction rating amongst the three groups. It implied that managers in these organizations should investigate why employees exhibited relatively low satisfaction. Jafri (2012) purposed to study the relationship between pay, supervision, work itself, work conditions, promotion opportunities and job satisfaction. Sample respondents were employees of hotel Taiping Perdana where a total of 68 respondents took part in the survey. A survey questionnaire was administered to this sample. The findings exhibited that there was a positive and significant relationship between pay, supervision, work conditions, promotion opportunities and job satisfaction. This result indicated that employees generally feel satisfied when they worked at Hotel Taiping Perdana. Hence, the findings had importance for hotel Taiping Perdana for getting better competitive advantage and competing among local and international levels. Kara et al. (2012) examined gender differences while controlling for selected variables on job satisfaction. The data were used from 397 employees (234 males and 163 females) in five star hotels in Ankara, Turkey. The level of job satisfaction is determined by four factors which were management conditions, personal fulfillment, using ability in the job and job conditions. The results provided evidence of significant gender differences with regard to the 'using ability in the job' dimension. Also, after controlling variables such as age, marital status, monthly income level, education, type of department, position held, length of time in the organization, length of time in the tourism sector and frequency of job change, most gender differences remained significant. The results further provided information for understanding, maintaining, and increasing the satisfaction levels of both female and male employees.

Lee and Lee (2012) investigated the relationships between the hospitality workforce and certain job satisfaction factors. Also, they addressed about the aspects of a position that an employee believes to be valued and important. For the purpose, data on a total of 17 attributes were collected and analysed through factor analysis, simple regression and MANOVA. The findings revealed that women were more attached to their work than men; and tenured workers considered their employment important in terms of belonging to the society. Further, workforce diversity played a more important role among those in management positions than those of subordinate employees. Also, employees who were a part of the major racial-ethnic group in the workplace tend to have a more sensitive attitude towards workforce diversity.

Ogbonnian (2012) sought to find out whether the employees of hotel business were really satisfied with their jobs or not. The objectives of this research were to identify the various factors that actually triggered or were responsible for workers' satisfaction; and to determine the major factors which made them satisfied with their jobs. To formulate and conduct the study, qualitative research methods including interview and observation were used. It was discovered that majority of hotel workers were averagely satisfied with their jobs and their satisfaction lead to efficiency on the part of the employees. The author further made recommendations to the employers of the hotels for maintaining a good human relationship and employee satisfaction in the giant star hotels in particular and the hotel accommodation industry in general. Petroviæ and Markoviæ (2012) aimed to study connections and differences in service orientation and work satisfaction among the hotel employees. To determine these issues, service orientation scale, developed by Dienhart, Gregoire, Downey and Knight (1992) and work satisfaction scale developed by Lytle (1994) were utilized from literature. Three factors were obtained for service orientation scale and there was a uni-factor solution for work satisfaction. With the findings, it was concluded that service orientation was highly correlated to work satisfaction of employees through positive interaction with superiors, adequate training and established procedures in service business. Arokiasamy (2013) examined the relationship between career development, compensation and rewards, job security and working environment with employee satisfaction in the hotel industry in Malaysia. Questionnaire responses from 127 employees were collected from four and three star hotels in Ipoh, Perak. Multiple regression analysis was used. The results highlighted that there existed a positive relationship between career development, compensation/rewards, job-security/working environment and employee satisfaction. The findings had implications in assisting hotels in organizing uniform, effective and cost saving training programmes for all the staff in order to increase the level of employee satisfaction. Joseph (2013) undertook his study on a background that employee turnover was at its peak in the hotel industry due to the limited satisfaction level of the employees at their work place. Here, the researcher's task was to find out the reasons or areas of employees' dissatisfaction. Seventy five employees

from different star hotels located in two south Indian districts of India were considered as sample. Levels of satisfaction were measured by using self-structured questionnaire. It has been attained that employees of star hotels were neither very happy nor satisfied in many spheres of their professional environment. So, employers need to undertake measures for satisfaction and happiness of employees in their hotels. **Mu Yeh (2013)** examined the relationship among tourism involvement, work engagement and job satisfaction in the hotel industry. Data were gathered from 336 frontline employees of twenty international hotels in Taiwan. Structural equation modelling was applied on the data to attain results. Findings highlighted that tourism involvement was positively related to work engagement, while both tourism involvement and work engagement were positively related to job satisfaction. Also, work engagement was found to partially mediate the relationship between tourism involvement and job satisfaction.

**Santa Cruz et al. (2014)** investigated the levels of job satisfaction among hotel employees in the province of Cordoba, Spain. The relationship of job satisfaction with specific organizational aspects of hotel business was also considered. To achieve the purposes, a series of hypotheses were proposed and tested. The research found that job satisfaction had increased with higher family dependence on employee wages. However, the permanent contracts or greater length of service did not increase job satisfaction levels.

**Kiruthiga and Magesh (2015)** obtained that in hotel industry employees experience many problems which force them to leave their jobs. Accordingly, they aimed to identify which of the Herzberg's motivation-hygiene factors was valued more by employees of star category hotels. A total of 100 employees were surveyed on their level of satisfaction with the hygiene and motivating factors. From the analysis, it was concluded that employee recognition, growth opportunity and work itself resulted in ultimate job satisfaction among the employees and they emphasized a greater value on these variables.

A review of current literature highlights that there may be many parameters and ways upon which a study regarding job satisfaction can be arranged. However, specific objectives, on which this paper is based is discussed next with adopted methodology.

### Objectives and Methodology

**Objectives:** This paper studied job satisfaction among hotel workers with two objectives. To explore the significant parameters according to which employees job satisfaction varies; To investigate the areas of employees satisfaction or dissatisfaction.

**Research Instrument:** Job satisfaction may be an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2004). Accordingly, a questionnaire was designed to measure job satisfaction on the parameters namely job itself, co-workers, behaviour of supervisor, pay/salary, promotional opportunities, internal policies, organizational management and customers. Literature was the

base of selecting the parameters and their measurement. A five point rating from "1 = completely disagree" to "5 = completely agree" was utilized. Also various demographic features were included such as age, education, income and position of working.

**Sampling:** Sample of 150 male hotel employees was taken from two provinces of district Ambala namely Ambala Cantt and Ambala City. The district Ambala from the state of Haryana is selected because this place is situated around 200 KM North of National Territory (New Delhi) on National Highway No. 1 is way to important tourist destinations of Punjab, Chandigarh, Himachal Pradesh and Jammu & Kashmir. For the reason, not only national but foreign tourists too look at hotel industry here for superior and quality services; and if these services will be provided to them, the industry will progress both nationally and internationally. Also, only male employees were selected as sample respondents on the basis of judgment of researchers that female workers are few in number in this industry in Ambala; and mainly male employees work in hotels in different duties and roles.

**Sampling Technique:** Selection of sample respondents was based on Snowball sampling technique. In this, initially, some of the hotel employees were personally contacted and they were being told about the purpose of the study. They were requested to fill the questionnaire as sample respondent; and also suggest more employees who can become a part of the sample. Those who became ready for the same, acted as beginners, and in this way, a network was set up between the employees for getting the data collected. This was done because personal contacts with each and every employee in any hotel were much cumbersome. Also, with the first meeting with the employees, they mainly denied to spend their time for filling up the questionnaire at the timing of their work. Accordingly, it was thought-out that if they would be given sufficient time for filling the questionnaire (separate from their working hours), they could respond freely, accurately and without any stress or pressure. Now, the next section highlights sample characteristics and results based on analysis of sample data.

### Analysis and Interpretation

At the outset, demographic profile of sample is depicted before presentation of results of data analysis.

**Sample Characteristics:** Table 1 provides a snapshot of sample of hotel workers. All the workers in the sample are male; so, the percentage of male category is cent per cent. According to age, majority ( $N=122$ ;  $\% = 81.33$ ) of workers are young having less than 25 years of age. In terms of education, percentage of graduates ( $\% = 41.33$ ) in the sample is high followed by post graduates and those having only school education. Considering income, maximum works get a monthly salary of 10,000 or less than it. Lastly, in accordance with position of working, almost equal number ( $N=58$ ;  $N=57$ ) work on lower and middle levels. However, less but considerable percentage of workers ( $\% = 53.33$ ) also work on higher positions.

**Measurement of Satisfaction in accordance with Research Parameters:** It has been mentioned that a five point



measurement was obtained from the questionnaire. However, for a refined analysis, five point measurement was converted to three for obtaining the categories of satisfied-dissatisfied respondents. For the same, the respondents who checked the 'completely agree and agree' response were merged into one category of 'satisfied' employees. On a similar ground, those positioning on the responses of 'disagree and completely disagree' were termed as 'dissatisfied' employees. Respondents who marked the option 'neither agree nor disagree' were taken in the category of 'indifferent'. After this transformation, data were analyzed and two tables were prepared for each parameter in order to attain the two objectives. In one table, frequencies and percentages with chi-square test are revealed to accomplish objective 1; and in the second, statistics of z-test are described for realizing objective 2.

Chi-square test here studies the difference between observed and expected frequencies against a null hypothesis that there is no significant difference between observed and expected count. If there exists no significant difference between observed and expected frequencies; it can be said that employees' satisfaction or dissatisfaction do not vary according to that particular parameter. However, if significant difference is noticed, the reverse will be true. Further, it is to be mentioned that observed frequencies highlight how many respondents among the total respondents checked a particular category. On the other hand, expected count is arrived at on the basis of equal probability of respondents for choosing a particular response. As an instance, on a five point measurement, for a total of 150 respondents, expected count with equal probability can be calculated as  $150 \div 5$  which will be equal to 30. Similar calculation applies to three categories, for which expected count comes out to be 50 that is  $150 \div 3$ . Further, z-test for difference between two proportions tests the null hypothesis that there is no significant difference between the two proportions.

**Satisfaction in terms of Job Itself:** The parameter of 'job itself' implies the satisfaction of employees from the nature of work they are doing. Sometimes, people have to do a kind of work which actually they dislike, and then dissatisfaction is obvious. So, first parameter is about this aspect.

Tables 2(a) presents a two dimensional structure of workers' responses regarding the job they are doing. As the data were collected on a five point scale, the columns under heading 'Index Responses for Grouping of Workers' depict that majority of respondents ( $N=78$ ;  $\% = 52$ ) are completely agree that they are satisfied with their job while only marginal ( $N=11$ ;  $\% = 7.3$ ) responded that they are completely disagree. The chi-square test statistics ( $\chi^2 = 108.867$ ;  $p = 0.000$ ) for these responses confirms that the observed frequencies statistically differ from expected frequencies. Further, on the basis of these responses, three categories of workers have been obtained; namely, satisfied, indifferent and dissatisfied (as explained earlier). It is found that a substantial part of the sample falls under satisfied group of respondents ( $N=112$ ;  $\% = 74.7$ ) followed by dissatisfied group ( $N=29$ ;  $\% = 19.3$ ). Whereas, the group of indifferent workers has a lowest share ( $N=9$ ;  $\% = 6$ ). Here, on the basis of chi-square test ( $\chi^2 = 119.320$ ;  $p = 0.000$ ), again a

statistical difference is attained in the observed and expected frequencies.

The results for z-test of difference between two proportions are evident in table 2(b) for the three groups which are to be contrasted. The observed significance levels reveal that the proportions of satisfied and indifferent ( $z = 12.127$ ), satisfied and dissatisfied ( $z = 9.613$ ), and indifferent and dissatisfied groups ( $z = 3.465$ ) significantly differs from each other. Hence, going with the highest proportion of satisfied workers, it can reliably be said that maximum workers are satisfied with the job or the nature of work they are doing.

**Satisfaction regarding Co-Workers:** The word 'co-workers' symbolizes the fellow beings and can be termed as equivalent to the word 'colleagues'. If workers are satisfied with their colleagues, there will be no mental stress and conflict which will enhance employee productivity. The analysis on this parameter is presented here.

Table 3(a) highlights that among 150 respondents, 38 per cent ( $N=57$ ) belong to the category of completely satisfied; and only 10 per cent ( $N=15$ ) are completely dissatisfied with regard to co-workers. Besides, agree and disagree options contain 26 per cent ( $N=39$ ) and 10 per cent ( $N=15$ ) responses respectively. While 16 per cent ( $N=24$ ) respondents are in the category of neither satisfied nor dissatisfied. When these responses are tested through chi-square test; then, the observed frequencies are found to be statistically different from expected frequencies. However, when these five categories are clubbed into three groups, it became clear that satisfied group occupies a largest share ( $N=96$ ;  $\% = 64$ ); whereas, the groups of dissatisfied and indifferent workers have only 20 per cent and 16 per cent respondents respectively. Again, statistical difference between observed and expected frequencies based on chi-square test ( $\chi^2 = 63.840$ ;  $p = 0.000$ ) is found noteworthy.

Further, the difference between two proportions is examined through z-test [Table 3(b)]. The calculated values of z-statistics explores that significant difference exists in case of satisfied and indifferent group ( $z = 8.485$ ;  $p = 0.000$ ); and satisfied and dissatisfied group ( $z = 7.721$ ;  $p = 0.000$ ). But, difference between indifferent and dissatisfied group is not significant as z-statistic in this case is 0.902 ( $p = 0.368$ ). On the basis of these results, it can be inferred that large number of workers are satisfied with their co-workers having highest proportionate share.

**Satisfaction with Behaviour of Supervisor:** Another important dimension of job satisfaction is behaviour of supervisor or leader whose task is to supervise or lead the workers. Supervisor's style of leading and his/her approach of doing work impacts the level of employee satisfaction. Listening to employees' insights and suggestions may be in the personality of one supervisor but for somebody else may be totally absent. Suitably, the parameter of behaviour of supervisor is measured and studied.

The table 4(a) depicts that with regard to the satisfaction from the behavior of supervisor, percentage of completely disagreed respondents ( $\% = 18$ ) is more than the completely agreed ( $\% = 17.3$ ). Among agree and disagree categories, agree

respondents are 31.3 per cent and disagreed are 25.3 per cent. However, only 8 per cent of the respondents belong to the group of neither satisfied nor dissatisfied. After testing these five types of responses by chi-square, it is found that the statistical difference between the observed and expected frequencies exists ( $\chi^2=23.400$ ;  $p=0.000$ ). When the groups of responses on the level of agreement/disagreement are prepared, it becomes clear that the size of group of satisfied respondents ( $N=73$ ;  $\% = 48.7$ ) is bigger than dissatisfied group ( $N=65$ ;  $\% = 43.3$ ). By applying chi-square test on the three types of responses, again a statistically significant difference is felt between observed and expected frequencies ( $\chi^2=43.960$ ;  $p=0.000$ ).

Moreover, the results of z-test in table 4(b) confirm that the difference between satisfied and indifferent group and between indifferent and dissatisfied group is significant. But, the difference between satisfied and dissatisfied groups is not significant ( $z=0.983$ ;  $p=0.347$ ). Therefore, in case of the satisfaction from the behaviour of supervisor, a substantial size of respondents are satisfied but a similar size are dissatisfied also.

**Satisfaction across Pay/Salary:** Every individual when employed, firstly look for sufficient monetary benefits which is reflected by person's pay or salary. Hence, this is a factor which has a major impact on job satisfaction; accordingly, it is examined.

Table 5(a) explores that 48 per cent respondents are completely dissatisfied and 22 per cent are dissatisfied with their pay/salary. Whereas the per cent of respondents in completely agree and agree categories are just 6 and 10 per cent respectively. Further, 14 per cent of the workers are found to be indifferent. On testing these five types of responses by chi-square, it is found that the calculated value of chi-square ( $\chi^2=84.00$ ;  $p=0.000$ ) is more than the table value and therefore the null hypothesis that there is no significant difference between observed and expected frequencies is rejected. After converting these five categories into three groups, the group of dissatisfied respondents ( $N=105$ ;  $\% = 70$ ) is looking biggest in comparison of other two groups. In this case, value of chi-square is 90.84 ( $p=0.000$ ) which again infers that observed frequencies are significantly different from expected frequencies.

The scores of z-test in table 5(b) reveal that the difference between satisfied and dissatisfied groups ( $z=9.446$ ;  $p=0.000$ ), and between indifferent and dissatisfied groups ( $z=9.826$ ;  $p=0.000$ ) is significant. However, proportion of satisfied group is not different from indifferent group as the z-score is 0.485 ( $p=0.624$ ). Indeed, it can be inferred that large number of workers are actually dissatisfied with their present pay/salary they are getting for their work.

**Satisfaction from Promotional Opportunities:** After monetary benefits, opportunity for growth and development is an important dimension of job satisfaction. Leaving the exceptions, large numbers of persons have growth needs which inspire them to work diligently. Therefore, satisfaction from this aspect is also necessary; and suitably the parameter for promotional opportunity is employed in the study.

Table 6(a) exhibits that most of the respondents that is 48.7 per cent are disagreed for satisfaction from promotional opportunities and 14 per cent of the respondents are completely disagreed in this regard. Whereas, completely agree and agree categories include a minor part of sample respondents namely 9.3 and 8 per cent respondents respectively. On the other hand, in neither agree nor disagree group 20 per cent respondents fall. These responses are tested by applying chi-square test whose value is estimated to be 83.667. Based on this value, chi-square test rejects the null hypothesis that there is no difference between observed and expected frequencies. Further, looking at the right hand side of the table, for the three groups, 62.7 per cent respondents are dissatisfied followed by neutral group ( $\% = 20$ ) and satisfied group ( $\% = 17.3$ ). The difference between observed and expected frequencies is again highly significant with chi-square statistics of 58.240.

It is seen in table 6(b) that the difference between satisfied and dissatisfied groups; and between indifferent and dissatisfied groups is significant as the value of z-statistic is 8.026 for former case and 7.509 for later. But, the difference between satisfied and indifferent proportion is not significant. On the basis of these results, it can be inferred that large number of workers are dissatisfied with promotional opportunities in their job; so, believe that their job has no future potential.

**Satisfaction with regard to Policies:** Policies, on which, the work in any organization is carried out is an important factor affecting willingness of the workers to work efficiently. The discourse below measures the satisfaction of workers from internal policies of the hotels.

Table 7(a) shows that in case of the satisfaction from policies, disagreed and completely disagreed respondents are 29.3 and 20.7 per cent respectively; while agreed and completely agreed respondents are 12 and 20 per cent respectively. The calculated value of chi-square comes out to be 11.667 which explains a statistically significant difference between observed and expected frequencies at 5 per cent level of significance. In case of three groups, dissatisfied group include 50 per cent respondents whereas less percentage that is 32 per cent are in satisfied group. The difference between observed and expected frequencies is also significant as analyzed by chi-square value ( $\chi^2 = 23.160$ ).

Moreover, table 7(b) explains that all differences between pairs of proportions are significant including satisfied and indifferent, satisfied and dissatisfied, and indifferent and dissatisfied. Thus, owing to high percentage, inference can be drawn that majority of workers are not satisfied with regard to policies.

**Satisfaction along with Organization's Management:** It is the management of any organization who is the supreme decision making unit and takes decisions for the workers in all the ways. If employees are satisfied with these decisions, they bring commitment and energy to work which is a key indicator of their involvement and dedication to the organization. Then they also become more loyal to the organization. The analysis here studies the satisfaction of hotel employees on this parameter.



In the table 8(a) it becomes clear that regarding satisfaction from organizational management, the number of completely disagreed respondents is higher than completely agreed respondents ( $N=25 > N=17$ ). Similarly, frequency of agree respondents is lagging behind frequency of disagree class ( $N=26 < N=37$ ). In this case, most of the respondents ( $N=45$ ) are neither agree nor disagree. On the examination of differences in these responses, the value of chi-square is estimated to be 16.133 which are significant at 1 per cent level of significance; thereby, indicating the existence of difference between observed and expected frequencies. Besides on the right hand side of the table, it is observed that 41.3 per cent of the respondents fall in dissatisfied group and attain first rank. At the second position the category indifferent comes with 30 per cent respondents, while the satisfied group comes at last position as it has only 28.7 per cent workers. But the difference between observed and expected frequencies for these groups is not significant as the calculated value of chi-square ( $\chi^2 = 4.360$ ) is incon siderate.

Further, table 8(b) investigate the differences in these groups by using z-statistics; and it is found that satisfied and dissatisfied groups and indifferent and dissatisfied groups differ significantly. As a finalization of this analysis, it can be interpreted that majority of workers are dissatisfied from organization's management.

**Satisfaction from Customers:** Satisfaction of workers from customers implies the satisfaction in terms of customers' attitude and conduct with employees. If employees are being treated well by customers, they will definitely deliver quality services. The result related to this parameter is as follows.

It is evident from table 9(a) that 73 among 150 respondents (%=48.7) are completely agree and 35 (%=23.3) are agree with respect to satisfaction from customers. Whereas, the numbers of completely disagree and disagree workers are merely 15 (%=10) and 16 (%=10.7) respectively. Here, the value of chi-square is computed to be 88.533 against which a significant difference has been emerged out between observed and expected frequencies. Analyzing across three groups, the percentages of respondents in satisfied and dissatisfied groups are 72 per cent and 20.7 per cent respectively. Here, the chi-square value is 104.920 ( $p=0.000$ ) which means the difference between observed and expected frequencies is again significant.

Further, z-test in table 9(b) is an indication for the significant differences between satisfied and indifferent groups ( $z=11.455$ ;  $p=0.000$ ); satisfied and dissatisfied groups ( $z=8.909$ ;  $p=0.000$ ); and between dissatisfied and indifferent groups ( $z=3.344$ ;  $p=0.001$ ). As all the proportions are significantly different from each other, it can be said that a large segment of respondents is satisfied from customers to whom employees interact.

Now, major findings are concluded in next section where the results are also contrasted with literature.

### Findings and Conclusion

Overall, it is confirmed that hotel workers notably differ regarding job satisfaction on different parameters; since, chi-square test highlights statistical significance for all

parameters. Based on results of z-test for difference between two proportions, it can be concluded that employees are mainly satisfied from their job, co-workers, behaviour of supervisor and customers. However, the elements which dissatisfied the employees are behaviour of supervisor, pay/salary, promotional opportunities, internal policies and organizational management. The most important job factor is the job satisfaction from monetary benefits; but, in the present case, workers are found dissatisfied from their salary. Further, it can also be said that work environment in hotels (as indicated by the dissatisfaction from policies and management) also made workers dissatisfied. Employees thinking that there are no promotional opportunities for them in the job also made them dissatisfied. Also, behaviour of supervisor comes out as a unique parameter for which almost equal numbers of workers are satisfied and dissatisfied. So, this parameter falls both in terms of satisfaction and dissatisfaction. These findings are summarised in table 10.

In addition, with a contrast of present results with literature, it is obtained that finding regarding pay/salary, promotional opportunities, internal policies and organizational management are in contradiction with Jafri (2012). However, the study of Joseph (2013) is supported for the same results that there are many areas or spheres where employees are not happy or satisfied. On the other hand, study of Kiruthiga and Magesh (2015) provides both support and contradiction. Support comes for the finding of job itself and contradiction arrises on the parameter of promotional opportunity.

Based on the findings, a number of implications and research directions can be provided for this industry. These two aspects are the subject matter of rest of the paper.

### Research Implications

It is true that the level of job satisfaction affects the level of efficiency. Present research signifies that employees are not satisfied with the financial benefits and think that they have no opportunities of promotion and growth; it shows their high disappointment which may hinder their smooth working. So, the owners of hotels should adequately remunerate the hotel workers as the monetary factor is premier in giving job satisfaction. The techniques of monetary benefits of motivation may be applied to less educated workers and workers with feeble economic background. However educated and status/esteem conscious workers may be motivated by the techniques of job enrichment, job enlargement and job rotation. Workers dissatisfaction from internal policies and organizational management imply that entrepreneurs must be aware of workers needs, talents and growth perspectives in designing policies, programmes and other packages for the well-being of the workers. Also, the freedom of working at the work place could be a factor for increasing the efficiency of hotel workers. Further, examination of parameter of supervisor's behaviour brings out a two phased situation both of which are important. On the one side, notable group of satisfied employees is a good indication of employee satisfaction; but on the other hand, the group of dissatisfied employees are also visualizing themselves. So, entrepreneurs

or supervisors must adopt friendly, co-operative and compassionate behaviour in treating employees so that they themselves can become a source of satisfaction. There is another implication that government or regulating bodies should professionalize the hotel business and this profession itself must be given respect and recognition. Hotel workers, although they possess, but should firmly continue to have a favourable attitude towards their jobs to be more and more effective and efficient in their work.

### Further Research Directions

The study is based only on a regional sample; thus, the results cannot be enlarged to a fuller extent. The sample size in further studies may include more workers probably from different hotels in different regions. The study works only at exploratory level; however, future researchers can go deeper into the factors motivating the hotel workers and the factors that could motivate and increase job satisfaction. Future researchers can also analyze demographic, psychological and other class of factors which can effect job satisfaction. Profiles of less satisfied, moderately satisfied and highly satisfied workers may be obtained on the ground of segmentation analysis which may give more advanced and generalized results. Also, more recent techniques of data analysis may be applied. The finding for satisfaction from behaviour of supervisor comes out as conflicting and the conclusion regarding the satisfaction or dissatisfaction cannot be biased only on one side. In this circumstance, probably there is again a need to increase the sample size for reaching at appropriate decision.

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