

A Study on Job Satisfaction of Tourism & Hospitality Employees – A Case Study of Chennai Hotel Employees

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ABSTRACT

Employee's satisfaction is the extent to which employees are happy or content with their jobs and work environment. The hospitality industries development depends upon the quality of service deliver to the tourists. The quality of service again depends upon the involvement of employees in hospitality industries. So Employees job satisfaction is essential to face the dynamic and ever-increasing challenges of the service sector especially the tourism hotels in Chennai. To study the job satisfaction about the employees in tourism hotels in Chennai, a sample size of 100 has chosen. This research paper mainly focuses on working environment and conditions, the facilities available for the employees and employees opinion about the Human Resource components like Job security, Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and resolving conflicts.

Keywords: Job satisfaction, working environment, working conditions, Job security, Pay systems.

INTRODUCTION

Tourism is one of the main business activities at global level. Tourism comprises the activities of the persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. In 2018, International tourist arrival worldwide is 1400 million. The contribution to the GDP by tourism sector is increasing every year. In India 10.4 million foreign tourists are visited our country in 2017, with annual growth rate of 14 percent. At the same the number of domestic tourists visits to all states and union territories 1652.49 million, with an annual growth of 2.3 percent. The main components are Accommodation, Accessibility, Amenities, Attractions and Activities. Accommodation is the important component and it is available in the tourism destination in the form of Hotels, Lodges, Guest house, Service Apartment, Homestay etc. The hotels provides food and accommodation to the tourists when they in the tourism destination. Chennai is the important tourism destination with tourist attractions like beaches, heritage sites, museums, wild life sanctuaries, Pilgrim centers. Chennai attracted 48 lakh of foreign tourist in 2017. The domestic tourists footfall increased by 174 lakh last year from 3276 lakh in 2014. The Mamallapuram, which is the UNWTO (United Nations World Tourism Organisation) declared heritage sites attracts visitors from global level especially from Europe, Singapore, Malaysia and other Asia countries. The tourists choose to stay in tourism hotels in Chennai as well as beach resorts in East Coast Road .The tourist satisfaction depends upon the service provided by the employees of the hotels. The performance of the employees are depends upon their job

satisfaction. Job satisfaction is the feeling of satisfaction or enjoyment that a person derives from their job. The main factor which determines the job satisfaction is learning, skill autonomy, job characteristics, unbiased attitude of management and social status. This research paper focusses on job satisfaction and Human resource components to the employee working in tourism hotels in Chennai.

REVIEW OF LITERATURE

Sarri and Judges (2004), article provided greater understanding of the research on employee's attitude and job satisfaction. The article identified three gaps between Human resource practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular – Job satisfaction: the causes of employee attitudes, the result of positive or negative job satisfaction and how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gap in knowledge and for evaluating implemented practices.

Rama Devi (1997) conducted research among college teachers on job satisfaction. The study found that the factors such as freedom in job, scope for self-improvement, income and job security were causing satisfaction.

Rajesh2007) conducted study on Quality of Work life and Job satisfaction in ten IT companies located in Bangalore, Hyderabad and Chennai. The study revealed that the high income group and higher experienced personnel have dissatisfied with job security.

Chen and Silverthorne 13 (2008) examined the relationship between Locus of Control and the work-related measures of job stress, satisfaction and performance of professional accountants who worked for certified public accountant firms. The findings indicated that one aspects of accountant's personality, as measured by locus of control, plays an important in predicting the level of job satisfaction, stress and performance. Individuals with a higher internal locus control are more likely to have lower levels of job stress and higher levels of job performance and satisfaction.

Jitendra Kumar Singh &Dr Mini Jain (2013), conducted study on “ A study of employees' job satisfaction and its impact on their performance”, examine the broad forms of various variables responsible for employee satisfaction and the study indicates that employees' attitude typically reflect the moral of the company and also it suggests to provide facilities for the employees to improve satisfaction.

ParulJhajharia&Havisha Gupta (2015) aims at measuring Employee Satisfaction and its impact on Employee Retention in retail sector. The study the company's productivity directly depends upon employee satisfaction.

Abdul Raziqa & Raheela Maulabakhsha (2015), analyze the impact of working environment and employee job satisfaction through their paper “Impact of working environment on Job satisfaction”. The results indicate there is a positive relationship between working environment and employee job satisfaction.

Yeh, C. M. (2013) ^{xiexamined} about the relationship between level of involvement in tourism sector, level of engagement at work and satisfaction in job role in the hotel industry. The results

of the research showed positive implications of tourism involvement on engagement in work, which in turn both are positively linked to job satisfaction. The study further discussed about the limitations of the study, future research prospects and implications for hotel managers.

Yew, T. (2007)^{xii} studied motivation of employees involved in the tourism industry in Sarawak, Malaysia, satisfaction level and impact of satisfaction level in job on commitment towards job influence of job satisfaction on affective commitment. The study also focused on the impact of age on the aforementioned relationship. Researchers have found out that employees who are satisfied with their job are more committed to their organizations and yield better results and render optimum quality of service to the customers.

Karatepe, O. M., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006)^{xiii} This study examines the effects of specific professional traits of hospitality employees engaged in the frontline of the industry and satisfaction of job. The results show that the self-efficacy has direct stronger effect than that of effort.

Lam, T., Zhang, H., & Baum, T. (2001)^{xiv} reveals that one of the major concern for Hong Kong hotel managers is the high attrition rate among employees in the hospitality industry. Numerous studies have found out that employee retention is linked to job satisfaction. The research outcomes depict that there exists considerable differences between demographic variables of employees and job satisfaction.

Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014)^{xv} The study of attitudes at work seeks to enhance organizational knowledge and capabilities in developing an 'ideal' working environment that delivers exceptional customer service. The current study investigates the causal relationships of job involvement, organizational commitment (normative and affective), and job satisfaction (intrinsic and extrinsic), with the intention of hospitality employees in Cyprus to either remain at or leave their job. Utilizing structural equation modeling, positive associations were found between job involvement, affective and normative commitment, and intrinsic job satisfaction. Positive associations between affective and normative organizational commitment, and intrinsic and extrinsic job satisfaction were also found. In addition, negative associations between affective organizational commitment, extrinsic job satisfaction and turnover intention were revealed. However, a negative association between intrinsic job satisfaction and turnover intention was not supported. The implications of these results for future research are also discussed.

Sharpley, R., & Forster, G. (2003)^{xvi} In an increasingly competitive market, the issue of quality has grown in significance for tourism businesses and destinations alike. This has been influenced by a number of factors, such as the expansion of consumer rights and the alleged emergence 'new', quality conscious tourists. In particular, it is the need to retain or increase competitive advantage that has underpinned the drive for quality in tourism—certainly, many destinations, especially those operating in the highly competitive summer-sun market, are now adopting quality tourism development strategies. However, little or no attention has been paid to the role of tourism industry employees, particularly those in hotels, in the success of quality management programmes. The purpose of this paper is to address this omission. Based upon a survey of hotel employees in Cyprus, it identifies a number of factors that may support or limit the drive towards quality service provision, with a variety of implications for the destination as whole as well as individual hotels. In particular, hotel management should implement strategies based on reward systems, empowerment and reducing staff turnover, whilst there is an important co-ordination and guidance role to be played by the national tourism organization.

STATEMENT OF THE PROBLEM

The hotels in tourism industry play a vital in attracting and satisfying the customers. Hotels provide good accommodation, food and transport facilities to the tourists. The tourist's satisfaction depends upon the quality service provided by the hotels through their employees. The work involvement of employees depends upon their job satisfaction. The employee's job satisfaction is very essential crucial factor for quality of service and customer satisfaction. By understanding the concept, it is decided to have study on employees' job satisfaction in tourism hotels in Chennai.

OBJECTIVES

- To find out the opinion about the working environment, which includes employment condition, working condition, relationship with subordinates and superiors and working hours.
- To find out their opinion about the facilities available for the employees.
- The find out the employee's opinion about the HR components includes Job Security, Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and Resolving conflicts.

SCOPE OF THE STUDY

The present study is confined to employees working in Hotels at Chennai. It focuses its attention on employees working in tourism hotels and their job satisfaction. The study covers profile of the employee, job satisfaction of the employees, working environment and financial benefits. It tries to provide valuable suggestions to the employers of the tourism hotels for improving the job satisfaction of hotel employees.

METHODOLOGY

The study is based on the data collected from primary and secondary sources. The study involves a survey of selected sample of 100 employees working different tourism hotels located in Chennai. Unrestricted, non-probability convenience sampling technique has been applied in the research study. For the purpose of study, employees from different hotels have been selected. The type of questionnaires has been specifically designed for the collection of data from the employees. Secondary data has been mainly collected from related websites, published articles, Newspapers and Magazines.

PILOT STUDY

Van Ort (1981, p.49) has stated that a pilot study has 5 basic purposes to undertake:

- i. to determine the feasibility of the study
- ii. to identify the problems in the research design
- iii. to refine the data collection and analysis plan
- iv. to test the instrument to be used in the study
- v. to give the researcher some experience with the participants, methodology and instruments

While conducting our pilot study, we became aware of the problem in the actual procedure. After selecting our sample participants, we contacted them in person and over email and enquired them if they would participate. If consented, they were provided with the questionnaire and the demographic profile form and instructions were given how to give responses in the questionnaire. During the pilot study, it became evident that the response from the participants was way less than the expectation as the participants were reluctant to give responses in shorter span of time. During the pilot study we found out the information that we wished to seek from the respondents was insufficient to come to any conclusion. The changes were incorporated and then pilot tested to make sure that they would meet our requirements with larger number of respondents.

LIMITATION

The outcome of the study based on the data collected from employees of Tourism Hotels in Chennai. The personal bias among employees may affect the data to some extent. Further the results of this study may be applicable to only areas similar to that of the study area. With due awareness of these limitations, an attempt is made to analyze the “ Job Satisfaction of employees in Tourism Hotels in Chennai”.

PROFILE OF THE STUDY

From the study the profile of the employees are observed as follows:

- The study reveals that the majority (82 per cent) of the employees is male and it inferred that the male are interested to work in tourism hotels than female.
- The study reveals that majority (61 per cent) of the employees are having age range between 25 and 45 years.
- It is found that majority (65 percent) of the employees are unmarried.
- It is observed from the study that majority (61 percent) of the employees are intermediates and diploma holders in hospitality education. It indicates educated people are working in hotel industries.
- Majority of the respondents are earning around ten thousand per month.
- Majority of the respondents are having experience between 3 to 5 years.

JOB SATISFACTION

Job satisfaction describes how happy an individual is with his or her job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures imply that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the workplace. Out of 100 respondents surveyed, 55 percent satisfied with their job and remaining are not satisfied with their job

SALARY

Salary is a form of remuneration paid periodically by an employer to an employee, the amount and frequency of which may be specified in an employment contract. It is contracted with piece wages, where each job, hour, or other unit is paid separately, rather on a fixed periodic basis. Out of 100 employees surveyed, only 22 percent of the employees are satisfied about their

salary and remaining are opinioned that the salary drawn is not sufficient to lead a life. It is inferred that majority of the employees are not satisfied with their salary to lead life.

OPINION ABOUT THE WORKING ENVIRONMENT

The opinion about the working environment includes employment condition, working condition, relationship with subordinates and superiors and working hours. Out of 100 employees surveyed, “Relationship with subordinates and superiors” scored highest points (388) points and rank first followed by “Employment condition”(385 points), “Working condition” (371 points) and “Working Hours” (276 points).

OPINION ABOUT WORKING ENVIRONMENT

PARTICULARS	WORKING ENVIRONMENT											
	HIGHLY SATISFIED		SATISFIED		MODERATELY SATISFIED		DIS-SATISFIED		HIGHLY DIS-SATISFIED		TOTAL	RANK
	NO.	SCORE	NO.	SCORE	NO.	SCORE	NO.	SCORE	NO.	SCORE		
Relationship with subordinates and superiors	6	30	55	220	40	120	9	18	0	0	388	1
Employment condition	9	45	69	276	20	60	2	4	0	0	385	2
Working condition	22	110	32	128	41	123	5	10	0	0	371	3
Working Hours	0	0	22	88	45	135	20	40	13	13	276	4

Source: Primary data

TABLE NO 1

From the table it is observed that the employees are dissatisfied about the working hours. They feel it more than ten hours.

OPINION ABOUT THE FACILITIES FOR EMPLOYEE

The opinion about facilities for employee includes Medical, Compensation for accident, Educational facilities (providing tuition fee to the employees children), Transportation and Housing accommodation. Out of 100 employees surveyed, Compensation for accident scored highest points (403), and rank first followed by Medical facilities (370 points), Canteen facilities (321 points), Educational facilities (273 points), Housing accommodation (268 points) and Transportation (245 points).

OPINION ABOUT THE FACILITIES FOR EMPLOYEES

PARTICULARS	FACILITIES FOR THE EMPLOYEE IM-INTRA MURAL. EM – EXTRA MURAL											TOTAL	RANK
	HIGHLY SATISFIED		SATISFIED		MODERATELY SATISFIED		DISSATISFID		HIGHLY DISSATISFIED				
	NO.	SCORE	NO.	SCORE	NO.	SCORE	NO.	SCORE	NO.	SCORE			
Canteen Facilities	12	60	27	108	36	108	20	40	5	5	321	3	
IM – Medical	22	110	45	180	20	60	10	20	0	0	370	2	
IM – Compensation for Accident	24	120	55	220	21	63	0	0	0	0	403	1	
EM – Educational facilities	7	35	12	48	42	126	25	50	14	14	273	4	
EM - Transportation	2	10	16	64	32	96	25	50	25	25	245	6	
EM – Housing Accommodation	4	20	12	48	44	132	28	56	12	12	268	5	

Source: Primary data

TABLE NO 2

From the table it is observed that the Medical and Accident compensation are met out through Medical and accidental insurance. The housing accommodation and Transportation is not provided to all.

OPINION ABOUT OTHER HR COMPONENTS

The Opinion about the HR components includes Job Security, Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and Resolving conflicts. Out of 100 employees surveyed, “ Safety measures” scored highest points 372, and stood first rank, followed by “Performance Appraisal system” (352 points), “Motivational level”(342 points), “Training programme” (325 points), “Resolving conflicts” (324 points), “Pay system” (280 points), and “Job security” (275 points).

OPINION ABOUT OTHER HR COMPONENTS

DETAILS	OTHER HR BENEFITS											
	HS		S		MS		DS		HDS		TOTAL	RANK
Safety Measures	12	60	48	192	40	120	0	0	0	0	372	1
Job security	4	20	22	88	34	102	25	50	15	15	275	7
Pay systems	2	10	18	72	48	144	22	44	10	10	280	6
Motivational level	9	45	40	160	39	117	8	16	4	4	342	3
Training programme	5	25	45	180	30	90	10	20	10	10	325	4
Performance Appraisal system	7	35	48	192	35	105	10	20	0	0	352	2
Resolving conflicts	4	20	36	144	45	135	10	20	5	5	324	5

Source: Primary data

TABLE NO 3

From the above table, it is inferred that job security and pay system are not at satisfactory level.

TESTING OF HYPOTHESES USING CHI SQUARE TEST

In this study, **HS** indicates – Highly Satisfied, **S**- Satisfied, **NSD**-Neither Satisfied nor dissatisfied, **D**- Dissatisfied and **HD**- Highly dissatisfied.

RELATIONSHIP BETWEEN AGE AND OVERALL JOB SATISFACTION**AGE AND OVERALL JOB SATISFACTION**

AGE IN YEARS	OVERALL JOB SATISFACTION					
	HS	S	MS	NSD	HDS	TOTAL
18- 24	5	3	1	1	0	10
25 - 35	10	28	2	1	0	41
36 - 45	10	23	3	1	1	38
46 - 55	2	3	1	1	0	7
>55	0	0	2	2	0	4
Total	27	57	09	6	1	100

Source: Primary data

TABLE NO 4

H0: There is no relationship between age and overall job satisfaction.

H1: There is a relationship between age and overall job satisfaction.

Here we apply Chi-square test to examine if any relationship exists between age and overall job satisfaction. We may make a null hypothesis that the age and overall job satisfaction do not depend on each other. The calculated value of chi-square is 11.772. Table value of 16 degrees of freedom @ 5 percent level of significance is 26.296. Hence table value is more than calculated value, age and job satisfaction are independent.

RELATIONSHIP BETWEEN GENDER AND OVERALL JOB SATISFACTION**GENDER AND OVERALL JOB SATISFACTION**

GENDER	OVERALL JOB SATISFACTION					
	HS	S	MS	NSD	HDS	TOTAL
Male	22	48	5	1	0	76
Female	9	10	4	1	0	24
Total	31	58	9	2	0	100

TABLE NO 5

H0: There is no relationship between gender and overall job satisfaction.

H1: There is a relationship between gender and overall job satisfaction.

Degrees of freedom: 4

Calculated value is 4.6865

Table value is 9.488

Since table value is greater than calculated value, it is inferred that there is no relationship between gender and overall job satisfaction.

RELATIONSHIP BETWEEN EDUCATIONAL LEVEL AND OVERALL JOB SATISFACTION**EDUCATIONAL LEVEL AND OVERALL JOB SATISFACTION**

EDUCATIONAL LEVEL	OVERALL JOB SATISFACTION					
	HS	S	MS	NSD	HDS	TOTAL
Primary	9	22	1	1	0	33
High School	7	14	3	3	1	28
HSC	9	11	1	1	0	22
College	5	6	4	0	0	15
PG	0	0	2	0	0	2
Total	30	53	11	5	1	100

TABLE NO 6

H0: There is no relationship between educational level and overall job satisfaction.

H1: There is a relationship between educational level and overall job satisfaction.

The degrees of freedom are 16. The chi-square calculated value is 17.345. The table value of 16 degrees of freedom @ 5% level of significance is 26.296. So it is inferred that there is no relationship between educational level and overall job satisfaction.

FINDINGS

- The study reveals that the majority (82 per cent) of the employees is male and it inferred that the male are interested to work in tourism hotels than female.
- The study reveals that majority (61 per cent) of the employees are having age range between 25 to 35 years.
- It is found that majority (65 percent) of the employees are unmarried.
- It is observed from the study that majority (61 percent) of the employees are intermediates and diploma holders in hospitality education. It indicates educated people are working in hotel industries.
- Majority of the respondents are earning around ten thousand per month.
- Majority of the respondents are having experience between 3 to 5 years.
- Majority of the employees are satisfied the job. But working time is more than eight hours and for extra hour worked compensation is not provided by the most of the hotels.
- Majority of the employees felt good working environment. But compensation is not on par with their quantity of work.
- The salary part, majority of employees felt it is not sufficient to lead a life in Chennai.
- The opinion about the working environment includes employment condition, working condition, relationship with subordinates and superiors and working hours. Out of 100 employees surveyed, "Relationship with subordinates and superiors" scored highest points (388) points and rank first followed by "Employment condition"(385 points), "Working condition" (371 points) and "Working Hours" (276 points).
- It is observed that the employees are dissatisfied about the working hours. They feel it more than ten hours
- The opinion about facilities for employee includes Medical, Compensation for accident, Educational facilities, Transportation and Housing accommodation. Out of 100 employees surveyed, Compensation for accident scored highest points (403), and rank

first followed by Medical facilities (370 points), Canteen facilities (321 points), Educational facilities (273 points), Housing accommodation (268 points) and Transportation (245 points).

- It is observed that the Medical and Accident compensation are met out through Medical and accidental insurance. The housing accommodation and Transportation is not provided to all.
- The Opinion about the HR benefits includes Job Security, Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and Resolving conflicts. Out of 100 employees surveyed, “ Safety measures” scored highest points 372, and stood first rank, followed by “Performance Appraisal system” (352 points), “Motivational level”(342 points), “Training programme” (325 points), “Resolving conflicts” (324 points), “Pay system” (280 points), and “Job security” (275 points).
- From the data it is observed that job security and pay system are not at satisfactory level.

SUGGESTIONS

- Salary is the main component for the employee to involve in a work. But it is noted that most of the employees feels that the salary paid is not on par with the volume work extracted from employee. So the hoteliers have to formulate strategy to fix salary for the employee on par with the cost of living in Chennai. Also they should plan attractive package to retain the employees in their organization on long term basis.
- To improve the efficiency of the work of employees, the management should organize relevant training programme for their employees at regular interval. This training programme not only improves the efficiency of the employee but also improve loyalty towards the company.
- The employees should be compensated properly for overtime work.
- Regarding the facilities for employees, most of the employees not satisfied. So steps to be taken to improve the staff lunch, housing accommodation and transportation.
- The employees are moderately satisfied with financial benefits. The benefits like overtime allowance and bonus, the employees are dissatisfied. To improve the satisfaction level of employees, the hoteliers has to formulate a strategy to provide a good allowance and bonus to their employee.
- It is observed that the job securities for the employees are up to the satisfactory level. So organization has to take steps to improve the job security among their employees.
- To save the operation cost most of the hotels are employing unqualified staff. The organization has to appoint qualified staff to improve the quality of services to customers.

CONCLUSION

Job satisfaction is the one of the key component in Human resource management. The employee's involvement depends upon the job satisfaction. For better organizational growth and development, the employees should be get satisfied in their job. This is possible by designing good Human Resource policies and procedures, training line managers to cultivate good culture among employees and involving managers in strategic management process. The suggestions are provided based on the findings of the research. By effectively implementing the suggestion the employee's job satisfaction level could be improved and there the overall business will be getting improved with good customer care.

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