Employees Job Satisfaction – A study with reference to Hotels in Madurai

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INTRODUCTION:

Tourism and Hospitality in India is the largest service industry contributing up to 6.23 per cent to the National Gross Domestic Product (GDP) and providing 8.78 per cent of the total employment opportunity in India. India’s travel and tourism industry is one of the most profitable industries in the country, and also credited with contributing a substantial amount of foreign exchange. Indian tourism offers a potpourri of different cultures, traditions, festivals, and places of interest.

Key segments of the Indian tourism and hospitality industry are Accommodation and Catering, Transportation, Attractions, Travel agents and Tour operators. Among the different services in tourism the hotel and restaurant services are considered as very important. The quality of service of the hotel industries depends up on the performance of the employees in the hotels. Among the different tourists destination in Tamil Nadu, Madurai is an important place for the tourists. So to analyze the performance of the hotels in Madurai the researchers decided to make a study about the job satisfaction of hotel employees in Madurai.

OBJECTIVES:

The main objectives of the study are

1. To study the profile of the employees working in the hotels in Madurai.
2. To analyze the level of satisfaction of the employees.
3. To find out their opinion about the working environment and facilities available for the employees.
4. To assess the satisfaction about the financial benefits and HR benefits to employees.

SCOPE OF THE STUDY:

The present study is confined to employees working in Hotels in Madurai. It focuses its attention on employees working in hotels and their job satisfaction. The study covers profile of the employees, Job satisfaction of the employees, working environment and financial benefits. It tries to give valuable means and methods to promote employee satisfaction in Hotels in Madurai.

METHODOLOGY:

The study is a descriptive one based on the data collected from various primary and secondary sources. The study involves a survey of selected sample of 100 employees working in Hotels in Madurai. Unrestricted, non-probability convenience sampling technique has been applied in the research study. For the purpose of the 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, News papers and magazines.

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

- The study reveals that the majority (70 per cent) of the employees are male. It is inferred that male are interested to work in tourism hotels.
- The study reveals that majority (66 per cent) of the employees are having age range between 21-30 years.
- From the study it is understood that majority (80 per cent) of the employee are unmarried. It indicates male are interested to work in Hotel industries.
- From the study it is observed that most of the employees are graduates. It indicates educated people are working in hotel industries.
- From the table it is observed that majority (65 per cent) of the respondents are earning less than Rs.10,000.
- Majority (81 per cent) of the respondents are having experience between 2 to 6 years.

JOB SATISFACTION:

It describes how happy an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be.1 Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.2 Out of 100 respondents surveyed, 63 per cent are satisfied with their job and remaining are not satisfied with their job.

WORK MOTIVATION:

Work motivation “is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.3 Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an incentive is the anticipated reward for an aversive event available in the environment.4 Out of 100 employees surveyed, 30 per cent opined that they have got motivated through good pay, 23 per cent got through promotion, 43 per cent indicated good working condition and remaining 4 per cent are through less supervision.

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 contrasted with piece wages, where each job, hour, or other unit is paid separately, rather than on a fixed periodic basis.5 Of the 100 employees surveyed, only 15 per cent of the employee are satisfied about the salary to lead life and remaining 85 per cent opined that the is not sufficient to lead life. It is observed that majority of the respondents are indicated that the salary provided by the organization is not sufficient to lead the life.

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1 http://en.wikipedia.org/wiki/Job_satisfaction
2 http://humanresources.about.com/od/employeesurvey1/g/employee_satisfy.htm
5 http://en.wikipedia.org/wiki/Salary
OPINION ABOUT THE WORKING ENVIRONMENT:

HS – Highly Satisfied  S – Satisfied, MS – Moderately Satisfied  
DS – Dissatisfied  HDS – Highly Dissatisfied

The opinion about the working environment includes employment condition, working condition, Relationship with subordinates and superiors and working hours. Of the 100 employees surveyed, “Relationship with subordinates and superiors” scored highest points (393) and rank first followed by “Employment condition” (373 points), “working conditions” (360 points) and working hours (250 points).

**TABLE 1**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Working environment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HS(5)</td>
</tr>
<tr>
<td></td>
<td>Number</td>
</tr>
<tr>
<td>Employment condition</td>
<td>4</td>
</tr>
<tr>
<td>Working condition</td>
<td>7</td>
</tr>
<tr>
<td>Relationship with subordinates and superiors</td>
<td>15</td>
</tr>
<tr>
<td>Working hours</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Primary data

From the table it is observed that the working hours of the organization are dissatisfies the employees to a large extent.

OPINION ABOUT THE FACILITIES FOR EMPLOYEE:

HS – Highly Satisfied, S – Satisfied, MS – Moderately Satisfied  
DS – Dissatisfied  HDS – Highly Dissatisfied

The opinion about facilities for employee includes Medical, Compensation for accident, Educational facilities, Transportation and Housing accommodation. Of the 100 employees surveyed, Compensation for accident scored highest points (345) and rank first followed by Educational facilities (344 points), Canteen facilities (341 points), Transportation (337 points), Housing accommodation (316 points) and Compensation for accident (275 points).
TABLE 2
OPINION ABOUT THE FACILITIES FOR EMPLOYEE:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Facilities for the employee IM –Intra mural. EM- Extra mural</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HS(5)</td>
</tr>
<tr>
<td></td>
<td>Number</td>
</tr>
<tr>
<td>Canteen facilities</td>
<td>4</td>
</tr>
<tr>
<td>IM – Medical</td>
<td>8</td>
</tr>
<tr>
<td>IM - Compensation for accident</td>
<td>4</td>
</tr>
<tr>
<td>EM- Educational facilities</td>
<td>0</td>
</tr>
<tr>
<td>EM – Transportation</td>
<td>0</td>
</tr>
<tr>
<td>EM - Housing Accommodation</td>
<td>0</td>
</tr>
<tr>
<td>Source: Primary data</td>
<td></td>
</tr>
</tbody>
</table>

OPINION ABOUT OTHER HR BENEFITS:

HS – Highly Satisfied , S – Satisfied, MS – Moderately Satisfied
DS – Dissatisfied   HDS – Highly Dissatisfied

The opinion about the HR benefits includes Job security, Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and Resolving conflicts. The safety measures scored highest points (341) and ranked number one, followed by “Performance appraisal system” (338 points), “Training programme” (319 points), Motivational level (318 points), Resolving conflicts(315 points), “Pay system” (282 points) and “Job security (264 points).

TABLE 3
OPINION ABOUT OTHER HR BENEFITS:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Employee Job – Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HS(5)</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Job security</td>
<td>6</td>
</tr>
<tr>
<td>Pay system</td>
<td>7</td>
</tr>
<tr>
<td>Safety measures</td>
<td>0</td>
</tr>
<tr>
<td>Motivational level</td>
<td>3</td>
</tr>
<tr>
<td>Training programme</td>
<td>2</td>
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<tr>
<td>Performance appraisal system</td>
<td>0</td>
</tr>
<tr>
<td>Resolving conflicts</td>
<td>0</td>
</tr>
<tr>
<td>Source: Primary data</td>
<td></td>
</tr>
</tbody>
</table>

FINDINGS:

- Most of the employees are motivated through good working condition in their hotels.
- Majority of the employees got into the present position through direct appointment.
- The opinion about the working environment includes employment condition, working condition.
About relationship with subordinates and superiors and working hours, of the 100 employees surveyed, “Relationship with subordinates and superiors” scored highest points (393) and first rank followed by “Employment condition” (373 points), “working conditions” (360 points) and working hours (250 points).

The opinion about facilities for employee includes Medical, Compensation for accident, Educational facilities, Transportation and Housing accommodation. Of the 100 employees surveyed, Compensation for accident scored highest points (345) and rank first followed by Educational facilities (344 points), Canteen facilities (341 points), Transportation (337 points), Housing accommodation (316 points) and Compensation for accident (275 points).

The opinion about the financial benefits to employees includes Bonus, Social security measures- provident fund, pension, gratuity, safety measure and over time allowance. Out of 100 respondents surveyed “Social security measures- provident fund” scored highest points (362) and ranked first followed by “safety measure” (338 points), “pension” (334 points), “gratuity” (325 points), “Bonus” (268 points), and “over time allowance” (234 points).

The opinion about the HR benefits includes Job security. Pay system, Safety measures, Motivational level, Training programme, Performance appraisal and Resolving conflicts. The safety measures scored highest points (341) and ranked number one, followed by “Performance appraisal system” (338 points), “Training programme” (319 points), Motivational level (318 points), Resolving conflicts (315 points), “Pay system” (282 points) and “Job security” (264 points).

**SUGGESTIONS:**

1. Salary paid by the employer to employee is important component in employee motivation. In this study it is observed that most of employees are not satisfied with the salary they are getting and expressed that this salary is not sufficient to lead a life. So the Hoteliers have to provide better salary for employee and make them to retain in the organization in a long term basis.

2. Most of the employees are getting into the position through direct appointment. Organization has to formulate promotion strategy through which they can promote their own employees. This will not only motivate but also improve the loyalty towards organization.

3. To improve the efficiency of the work, training should be arranged for employees once in three months for all the departments.

4. Regarding the working environment, the employees are moderately satisfied. To improve the satisfaction level, the working condition and working hours has to be stream lined properly. For over time works, the employee should be compensated with additional wages. Any conflict which arises between employees and subordinates that have to be solved amicably in time.

5. Regarding the facilities for employees, majority of the employees are moderately satisfied. Steps to be taken in order to improve canteen facilities, medical and compensation for accident, educational facilities, transportation facilities and housing accommodation.

6. The financial benefits for the employee, they are moderately satisfied. The benefits like Bonus and over time allowance the employees are dissatisfied. New policy has to be formulated to curb the differences in the bonus and over time allowance.

7. The pay system and job security to the employee is not up to the mark. Most of the employees are dissatisfied about the pay system. So hoteliers need to formulate a strategy to make necessary changes pay and ensure job security for employees.

8. Safety measures within hotel premises have to be improved.

9. Motivational measures have to be implemented in the hotels.

10. System adopted in the performance appraisal has to be taken up very seriously and necessary arrangements have to be made to implement it.
CONCLUSION:

Job satisfaction is one of the key elements in a hotel’s growth and development. It is the duty of the hotel to cultivate a culture that promotes employee job satisfaction through policies and practices, training line managers to better communicate the company’s mission and vision, and involving line managers in the hotel’s strategic planning. HR professionals also can evaluate their employee job satisfaction by benchmarking their organization’s employee survey results against others in their industry and against organizations of similar size. By adopting the suggestions mentioned in the research, the job satisfaction level of hotel employees can be improved to a major extent.

Reference:

6. Ibid.