EMPLOYEE JOB SATISFACTION – AN EMPIRICAL STUDY OF HOTEL INDUSTRY IN BAGALKOT CITY

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Abstract

Employees are a critical part in the development of organizations in today's world. Particularly in the hotel industry employee's job satisfaction plays quiet an important role that leads to their individual performance. The study of job satisfaction is of interest, effort, and commitment of employees as it is an essential factor in ensuring customer satisfaction. Job satisfaction and dissatisfaction are a function of the perceived relationship between what one expects and obtains from one's job and how much importance or values one attributes to it. The study also indicates that employee job satisfaction is important to the financial performance and profitability of hotels too. The study also reveals that a higher level of job satisfaction will effectively impact on increasing the financial performance of the hotel and suppose the employee is not satisfied with their particular work it could lead to less productivity, absenteeism, committing same mistakes and creates negative work environment. The information needed for the research has been gathered from both primary and secondary data. The sample size is 100 samples that is collected based on convenience sampling. The data was collected through questionnaire which was circulated among the employees of hotel industry in Bagalkot. Statistical tools like frequencies, chi-square and factor analysis are used to find the employee job satisfaction. Majority of the respondents feel that better pay and benefits will increase the satisfaction level. Thus, this study impacts upon the future performance of hotel industry by adopting good working environment more seriously within their hotels, to increase the commitment level of their employees.

Keywords: Job satisfaction, Employee satisfaction, Hotel Industry

INTRODUCTION

One of the quickest growing areas of the economy within recent times is the hotel business. The hotel business alone is an extravagant and developing venture. It is exciting, never exhausting and offer limitless opportunities. The hotel business is assorted enough for individuals to work in various areas of interest and still be employed inside the hotel business. This pattern isn't simply in India, but also globally. Present day hotels offer refined types of assistance to their visitors. The customers or guests are always right. This guiding principle that is required for utilization of the standards in the hotel business and the hotel professionals realized the instrumentality of promoting standards in dealing within hotel business. The idea of absolute quality administration is found getting a significant place in the marketing the hotels. This normally draws our consideration on hotel management. Like different businesses, the hotel business likewise needs to investigate roads for development, with the goal that a fair mixing of core and peripheral services is made conceivable. The hotel industry is the serving business considering as another significant branch in the economic development of the country. Hotels were started in the 19th century with the development of major cities during the Mogul era and most of the hotels were managed by European families. It is accepted that hotel industry brings high income to the country. Therefore, the government

sector and public sector should cooperate in promoting this kind of business as they have positive impact on the country. The Hotel Law 1935 article 3 indicates that the word hotel refers to all places constituted to receive the payment from travelers or people who quest for lodging or temporary stay. The hotel industry is responsible for providing primary food services and accommodations in places such as hotels, resorts, conference centers etc. The hotel industry is the part of the service industry that deals with guest accommodation or lodgings. In other words, the hotel industry refers not only to hotels, but also to many other forms of overnight accommodation, including hostels, motels, inns and guest houses. However, it doesn't generally incorporate long term or permanent forms of different types of accommodation, that is one of the quickest developing areas of the economy..

LITERATURE REVIEW

Yenting Yeh (1999), Job satisfaction is about how employee feel about their particular job .It deals about whether the employee like or dislike their job that is why job satisfaction can appear in any working situation . Job satisfaction is all about beliefs and feelings that people have towards their job. Satisfaction level varies from one individual to another one may feel higher satisfaction and the other higher dissatisfaction. Further in addition to having their attitudes towards their respective jobs such as the kind of work they perform, their pay and benefits

Michel Teemblay and Bruno Sire and David Balkin (2000), It deals with Organizational justice, pay and benefit satisfaction, work attitudes. And will come to know that employees distinguish clearly between pay satisfaction and benefit satisfaction. Research into justice in the workplace has emphasized two aspects: distributive and procedural justice. Distributive justice seeks to explain how individuals react to the amount and form of compensation they receive. Procedural justice examines the reactions of individuals to the procedures used to determine compensation. Distributive justice focuses on "ends", procedural justice on "means" and that distributive justice perceptions are better predictors of pay satisfaction than procedural justice perceptions. This result is reversed for employee benefit satisfaction: procedural justice perceptions are better predictors than distributive justice perceptions. The outcome shows us that distributive justice perception with regard to pay play a more important role than procedural justice in job satisfaction and satisfaction with the organization

Youngsoo Choi and Duncan Dickson (2009), It deals with Management training, turnover, employee satisfaction, exit surveys This study also addresses that problem and takes a step in closing the gap in the lodging industry and also shows the significance of effective management training programs in enhancing employee satisfaction and reducing turnover. Since well-trained managers can be more successful in hiring and retaining employees who are motivated and ready to help the organization, it is crucial for the company to develop and implement training programs.

Habib Ahmad and Khursheed Ahmad and Idrees Ali Shah (2010), It deals with Job satisfaction, job performance, attitude towards work, Organizational Commitment. Job satisfaction is a positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual .As the performance of the employee's increases it will affect firm's performance and ultimately profitability of the firm.

Mosammod and Mahamuda Parvin and M Nurul Kabir (2011), this study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. It also investigates the impacts of pharmaceutical type, work experience, age, and sex differences on the attitudes toward job Satisfaction. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction

Kathrin Rothfelder and Michael Ottenbacher and Robert J Harrington (2013) the hospitality industry is, in general, a labor-intensive industry that depends on the abilities and motivations of its employees. It also deals about the impact of transformational and transactional leadership style on employee's job satisfaction and the relationship between transformational leadership style and employee job satisfaction is a strong relationship. Transformational leadership is the best way to identify interaction between employee and supervisor and it is a key role for creation of highly satisfied employees in an organization, which contributes to the accomplishment of an organization, while in transactional leadership the employee's satisfaction is improved by promoting individual through pay and rewards

Samuel ObinoMokaya and Jacqueline Lovega Wrigley and JumaKabareKaranja (2013),it's about Organizational work conditions, remuneration, promotion, employee job satisfaction. Employees are considered as the most valuable resource and asset to an organization. Qualified and motivated employees create and deliver value out of other organizational resources. Dynamic and progressive organizations endeavor to attract and retain the right people for the right jobs at the right time through creating and sustaining their motivation in changing circumstances. Employee job satisfaction is essential to customer satisfaction and organization productivity in competitive environment.

Sangaran G and Jeetesh K (2015), the hospitality sector is labeled as a service sector which provides services to their guest. The industry requires manpower to cope and provide to the guest demands. This situation creates the industry to be labor intensive .Over the years employee turnover has become part of the industries challenge to retain and employ new workforce. The research was to understand the determinants of Job Satisfaction and Effects on Employee Turnover in the hotels. The focus was on the Hospitality industry Food and Beverage department Operational Employees. The research tried to assess the determinants of Job satisfaction and their decision to quit therefore creating a situation of Turnover and the outcome is that Job performance influenced Turnover where Choice of Work doesn't and the main factors of Job Satisfaction that lead to turnover were Wages/Salary and Opportunity for advancement/Career progression. The analysis also revealedthat there need to be a balance in order to attract and maintain potential employees as all factors that affect Job Satisfaction directly leads to turnover

N. Silpa and Dr. P ChittiBabu (2016), Satisfaction refers to the level of fulfillment of one needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment and may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction. Increase of employee morale and employee satisfaction and employee performance and productivity, which ultimately results in high profits.

R. Naga Bhavyasree and R. Satyavathi (2017), In the present situation organizations are facing many

difficulties due to the dynamic nature of the environment. One of the challenges is to satisfy the employees in order to overcome with the ever changing environment and to achieve the objective and to remain in competition. And in order to increase the employee efficiency, effectiveness, productivity in the work , the organization must satisfy the needs of its employees by providing good working environment where they feel their opinions are considered and make them feel that they are a part of the organization and offer them better pay and benefits

METHODOLOGY
It deals with research on employee job satisfaction. Research is primarily concerned with investigation analysis and measurement of work done by these.

OBJECTIVES
1. To study the concept of employee job satisfaction
2. To know about the attitude of the employees towards their work
3. To understand the employees working environment
4. To know about employees satisfaction level of work pay and benefits

RESEARCH DESIGN
Methods of Data Collection
The data's are collected through Primary and secondary sources.

Primary Sources: The primary data are collected through distribution of questionnaires to the employees
Secondary Sources: The secondary data was collected from information-collected from various hotel websites, text books.
The study is descriptive in nature, both primary and secondary data have been used for the project.

SAMPLE DESIGN
Data Collection Method
The collection of data is through Questionnaire in the Google forms and Survey of employees. The questionnaire will be addressed by the respondents working in the Hotel Industry.

SAMPLE SIZE
100 respondents who are the employees of Hotel Industry in Bagalkot
Data Collection period- January till March 2022
Data analysis tools and methods
- MS Excel
- SPSS

SAMPLING METHOD
Convenience sampling: A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach

DATA ANALYSIS
Factor analysis

Table 1 - KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.905
Bartlett's Test of Sphericity	Approx. Chi-Square	1711.821
	Df	136
	Sig.	.000

Interpretation

The KMO measure of sampling adequacy test gives 0.703 showing the sufficiently of data to employ factor analysis. The Bartlett's test of Sphericity for the appropriateness of factor analysis is satisfactory, as the chi-square value is calculated as 1711.821 at a degree of freedom 136 and with p value within the threshold limit ($p<0.001$). Since the estimated value of chi-square is very high and the result is significant, factor analysis is appropriate for the present data set.

Table 2 - Total Variance Explained								
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.285	60.501	60.501	10.285	60.501	60.501	6.337	37.275	37.275
2	1.720	10.117	70.618	1.720	10.117	70.618	4.690	27.590	64.864
3	1.094	6.434	77.052	1.094	6.434	77.052	2.072	12.188	77.052
4	.767	4.512	81.564						
5	.667	3.925	85.489						
6	.437	2.573	88.062						
7	.371	2.183	90.245						
8	.323	1.899	92.144						
9	.262	1.540	93.683						
10	.200	1.177	94.860						
11	.178	1.046	95.906						
12	.162	.952	96.858						
13	.146	.856	97.714						
14	.132	.778	98.492						
15	.096	.565	99.057						
16	.089	.522	99.579						
17	.072	.421	100.000						
Extraction Method: Principal Component Analysis.								

Table 2 - Rotated Component Matrix[a]			
	Component		
	1	2	3
Incentives	.861		
Bonus	.838		
Compensation package	.823		
Safety measures	.814		

Increment and other monetary benefits	.750		
Positive feedback without bias	.704		
Appreciation or reward system	.699		
Flexibility in schedules	.659		
Freedom to decide how to perform job	.566		
Managers and employees work together to solve problems		.860	
Employees can get any information from their managers to do job better		.799	
Hotel provides good and safe working conditions		.713	
Working space is adequate		.711	
Working hard leads to doing my job well		.681	
Atmosphere in the hotel is cheerful and pleasant		.618	
I feel very little loyalty to this hotel			.911
I frequently think of quitting this job			.905
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

INTERPRETATION

The above table 2 and 3 stand for Total Variance explained and Rotated Component Matrix respectively. The principal component analysis approach, using Varimax rotation, reduced the explanatory variables in to 3 factors based on 17 values greater than .550. The criterion of factor loading was based on the absolute value of co-efficient in the Rotated Component Matrix. Each factor was composed of specific explanatory variables that loaded more than .550 on the factor. In the co-efficient display format option co-efficient with values less than .550 were suppressed. The variables were sorted by the size under factor based on the absolute values of their loadings. The total variance explained by the factor analysis is calculated at 77.052. Financial and non financial terms has maximum factors (9) those are – Incentives, bonus, compensation package, safety measures, increments, feedback, appreciation, flexibility and freedom. Work place and relationship has second maximum factors (6) those are – Managers and employees relationship, Managers support towards employees, good and safe working conditions, working environment, and employee performance. Employee attitude towards job has two factors (2) those are – loyalty and employee turnover

HYPOTHESIS

Hypothesis	Statement	Result
H_1	There is an association between loyalty and Gender	Accepted
H_2	There is an association between the working space is adequate and gender	Accepted
H_3	There is an association between the bonus and age group	Accepted
H_4	There is an association between the compensation package and age group	Accepted
H_5	There is an association between satisfied with the appreciation or rewards of the hotel and age group	Accepted
H_6	There is an association between quitting the job and education qualification	Accepted
H_7	There is an association between loyalty and education qualification	Accepted

SUGGESTIONS

- The management must motivate employees by conducting frequent training programs and giving regular feedbacks to the employees who lag in performance, this would help enhance their individual performance. The training related to enhancing the employees job knowledge and specific job skills that would help the employees to do job better.

- Performance appraisal like rewards, bonus, awards etc., should be held at frequent intervals in hotel so that employees could feel that their work is being valued and supported by the Hotel. The rewards and recognition programs makes the employee feel part of the organisation and in turn motivates the employees to improve their own performance.

- Its important for any organisation to create a working environment, where their employees feel safe & secured. This lays the foundation where the employees that enjoying the work environment and day-to-day activities. As the need of the hour especially in the hotel industry is to collaborate and establish good relations with customers and peers too. Hotels must give high preference to employees and should consider their health and safety, such a way that they should take measures in providing good environment to the employees.

- Many organisations do give good growth opportunities for all their employees, it is also suggested that the employees must be given job security, which in turn leads to overall job satisfaction. Pandemic has seen a very robust and dynamic working environment, the organisations, especially the management of the hotels to concentrate on building trust among the employees by involving them in decision making too.

- To maintain good relation in the hotel, the management should conduct recreational activities and make sure all the employees from every department should actively be indulged in the activities or events conducted.

CONCLUSION

Employee satisfaction is an important issue of hotel industry in today's scenario. It is related with customer satisfaction and employee performance in hotel. Providing good service to reach customer satisfaction is the essential task in hotel industry. Employee is the first line to receive customer; their satisfaction will affect service quality that they deliver. Working environment has a positive impact on the Job satisfaction of employees. Bad working conditions restrict employees to show their capabilities, so good working environment is very much essential factor. The study impacts upon the future performance of hotel industry by taking good working environment more seriously within their hotels, to increase the commitment level of their employees. The benefits of providing a good working environment to the employees are good for both the management and its employees. Another Such working environments where employees are made a part of the overall decision making process, being given flexible working hours, less work load, appreciation, positive feedback, good relation between co-workers and supervisor have positive impact on the performance of employees automatically which leads to high level of employee job satisfaction thus making the employees more committed towards their work, motivating them to work hard leads to more productivity so that the business will stay in competition for a longer period of time

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ANNEXURE

H$_1$: There is an association between loyalty and Gender

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.798a	4	.003
Likelihood Ratio	17.730	4	.001
Linear-by-Linear Association	8.083	1	.004
N of Valid Cases	100		
a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 2.34.			

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted
Conclusion: From the Pearson chi-square tests the value is 15.798 and degree of freedom is 4 and P=0.003 which is lesser than 0.05 so that indicates that there is an association between loyalty and gender

H₂: There is an association between the working space is adequate and gender

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.990a	4	.002
Likelihood Ratio	17.829	4	.001
Linear-by-Linear Association	5.509	1	.019
N of Valid Cases	100		
a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 2.08.			

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted
Conclusion: From the Pearson chi-square tests the value is 16.990 and the degree of freedom is 4 and P=0.002 which is lesser than 0.05 so that indicates that there is an association between the working space is adequate and gender

H₃: There is an association between the bonus and age group

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.652a	16	.003
Likelihood Ratio	46.296	16	.000
Linear-by-Linear Association	7.921	1	.005
N of Valid Cases	100		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .20.			

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted
Conclusion: From the Pearson chi-square tests the value is 35.652 and degree of freedom is 16 and P=0.003 which is lesser than 0.05 so that indicates that there is an association between bonus and age group.

H₄: There is an association between the compensation package and age group
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.844[a]	16	.000
Likelihood Ratio	48.499	16	.000
Linear-by-Linear Association	6.196	1	.013
N of Valid Cases	100		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .18.

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted

Conclusion: From the Pearson chi-square tests the value is 44.844 and degree of freedom is 16 and P=0.000 which is lesser than 0.05 so that indicates that there is an association between the compensation package and age group

H₅: There is an association between satisfied with the appreciation or rewards of the hotel and age group

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.209[a]	16	.003
Likelihood Ratio	39.775	16	.001
Linear-by-Linear Association	3.441	1	.064
N of Valid Cases	100		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .26.			

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted

Conclusion: From the Pearson chi-square tests the value is 36.209 and degree of freedom is 16 and P=0.003 which is lesser than 0.05 so that indicates that there is an association between the satisfied with the appreciation or rewards of the hotel and age group

H₆: There is an association between quitting the job and education qualification

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.685[a]	16	.003
Likelihood Ratio	33.994	16	.005
Linear-by-Linear Association	.240	1	.624
N of Valid Cases	100		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .24.			

Pearson chi-square value is less than the significant value 0.05 hence the Ha is accepted

Conclusion: From the Pearson chi-square tests the value is 35.685 and degree of freedom is 16 and P=0.003 which is lesser than 0.05 so that indicates that there is an association between quitting the job and education qualification.

H₇: There is an association between loyalty and education qualification

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.340[a]	16	.000
Likelihood Ratio	40.739	16	.001
Linear-by-Linear Association	.034	1	.853
N of Valid Cases	100		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .27.			

Pearson chi square value is less than the significant value 0.05 hence the Ha is accepted

Conclusion: From the Pearson chi-square tests the value is 41.340 and degree of freedom is 16 and P=0.000 which is lesser than 0.05 so that indicates that there is an association between loyalty and education qualification