Study of Employee Satisfaction in Hotel Industry

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The study aims to measure employee satisfaction at two organizations viz, Taj Mahal Hotel and ITC Maurya Hotel, and to analyze which parameters play an important role in determining overall Employee Satisfaction. It is a descriptive research in nature. The sample population is 30 employees each from the two aforesaid organizations. The sample size is 60. Non Comparative Scaling Technique has been used in the study. Conclusively it may be stated that Employee Satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously. The employees of Taj Mahal feel extremely satisfied when they were exposed to the eight selected parameters.

Keywords: Compensation, employee growth, motivation, training, work culture

INTRODUCTION

Organizational culture/ corporate culture is all about beliefs, collective attitudes, values, experiences and procedures existing within the organization. The definition of organizational culture changes from organization to organization. The words like patterns, manner, core, ideology, ethos, roots, purpose, style, philosophy, vision can be used to describe organizational culture.

A good organizational culture would be beneficial for every member of the organization, be it the top management or the low level employees in the organization. A good organizational culture has the potential to maximize employees’ strategies and ideas. A good organizational culture is one which would help all the supervisors and the employees of the firm to be on the same page as those in charge of the firm. A good organizational culture can be created by removing the common traits of an unhealthy culture. In order to make a good organizational culture, emphasis should be made on the following points:

- Reality is more important than form
- Service should be more important than authority
- Purpose is more important than process
- Adaptability is more important than precedence

LITERATURE REVIEW

Surivankietkaew and Avery (2014): The study concluded that sustainable leadership (SL) practices
found to be related with the employee satisfaction. A total of 23 SL practices were linked in a manner that they enhanced employee satisfaction. Some of the practices which were found to be associated with employee satisfaction were considered organizational change, valuing employees, a strong shared vision, ethical behavior, quality in products and services, and an enabling culture.

Paco and Nave (2013): The results showed that the volunteers’ experience is satisfactory and is positively related to feelings of happiness. The relationship between volunteers’ motivations and satisfaction/happiness found to be weak.

Antoncic and Antoncic (2011): A positive relationship was found between employee satisfaction, intrapreneurship and growth. Among all the control variables, age was found to be influential.

Pelit et al. (2011): The study concluded that the relations with the colleagues and physical conditions are the most positive aspects related to job satisfaction, while unfair payment is the most negative aspect related to job satisfaction. The results of correlation and regression analyses indicated that behavioral and psychological empowerment has a significant effect on the job satisfaction.

Bjerke et al (2007): A strong connection between artifacts and identity, employee satisfaction, creativity, mood and motivation was established. Due to the face-to-face interaction between the employees and the customers of the business segment, aesthetics seemed to be important.

Koh and Boo (2004): A significant and positive link was found between ethical culture and job satisfaction, job satisfaction and organizational commitment. The study concluded that organizational ethics can be used as a means to generate favourable organizational outcomes.

**RESEARCH METHODOLOGY**

**Purpose of study:** To measure employee satisfaction at two organizations viz, Taj Mahal Hotel and ITC Maurya Hotel. Employee Satisfaction has become today a very important process in the organizations, especially during times when attrition rate is very high. Every organization needs to understand this process in order to retain best of the employees.

**Objective:**

- To analyze which parameters play an important role in determining overall Employee Satisfaction.

**Type of Research:** The type of research used is descriptive.

**Sample Design**

- **Sample Population:** The sample population is 30 employees each from the two aforesaid organizations.
- **Sample Size:** The sample size is 60 that include 30 employees from each organization.
- **Sample Selection:** The employees have been selected randomly, irrespective of their age, experience or designation.

**Design of the Questionnaire:** The questionnaire has been divided into 8 parameters that have been selected randomly keeping in mind their importance in present text and also after getting inputs from the pilot study conducted for the same study. Following are the eight parameters that have been considered for the study of employee satisfaction: Work Culture, Training, Communication, Compensation, Rewards & Recognition, Performance Appraisal System, Work Relations and Work Environment.

**Scaling Technique used:** Non Comparative Scaling Technique has been used in the study.
**Data collection:**
- Primary Data
  - Questionnaire
  - Telephonic Conversation
  - E-Mails
- Secondary Data
  - Websites
  - Journals
  - Books

**DATA ANALYSIS AND INTERPRETATIONS**

**FIGURES 1-8 HERE**

**Interpretations:** Based on the data presentation, we observe that:

**Parameter 1:** In this parameter we have tried to generate favorable response from the employees with respect to two statements. For the Hotels, Taj Mahal generated a more favourable response than ITC Maurya. Overall the hotels have generated a far better response as compared to the airlines.

**Parameter 2:** This parameter is extremely important as Training in hospitality plays a major role. On the Hotel’s Front, Taj Mahal scored better than ITC Maurya.

**Parameter 3:** The Communication needs to be strengthened so as to make the employees know what exactly the company wants out of him. For the hotel, the employees at Taj Mahal scored high.

**Parameter 4:** The mean for compensation at Taj Mahal is better.

**Parameter 5:** The rewards and recognition given at hotels, Taj Mahal scored a shade above ITC Maurya.

**Parameter 6:** When it comes to understanding of Performance Appraisals, Taj Mahal’s employees can be said to have a better understanding of the process as compared to ITC Maurya.

**Parameter 7:** On the hotels’ front we notice that work relations are better on Taj Mahal’s employees’ side as compared to ITC Maurya.

**Parameter 8:** When exposed to Work Environment parameter, Taj Mahal scores better than ITC Maurya hotels.

**Objective:** To analyze which parameters play an important role in determining overall Employee Satisfaction.

**Taj Mahal**

**TABLE 1 HERE**

**FIGURE 9 HERE**

Interpretations: The bend is more towards Work Culture, Work Environment and these parameters show high correlation as compared to other parameters. Hence the top four parameters for Taj Mahal hotel shall be:

1) Communication
2) Work Culture
3) Work Environment
4) Performance Appraisal System

**ITC Maurya**

**TABLE 2 HERE**

**FIGURE 10 HERE**

Interpretations: The bend is more towards Rewards and Recognition and training. Hence, the top parameters we notice here are:

1) Rewards and Recognition
2) Communication
3) Training
4) Work Culture

**FINDINGS AND SUGGESTIONS**
- For Taj Mahal hotel, we have seen that the employees are highly satisfied when exposed to the eight selected parameters.
The results at Taj Mahal were better as compared to other organizations. Here we notice that the difference between all the parameters is very less and hence we can say that all parameters are equally important when it comes to determining employee satisfaction.

- The final case is of ITC Maurya hotel, which like Taj Mahal hotel, gives a very positive result. Employees at ITC Maurya are also satisfied when exposed to the eight parameters. Unlike Taj Mahal hotel, here we notice that the difference is there between various parameters with rewards and recognition and communication being the most determining factor.
- We can say that, out of the two selected organization, variation among the employees of Taj Mahal hotel is very less as compared to other organization of study.

CONCLUSION

Conclusively it may be stated that Employee Satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously. There are certain factors which have strong influence on the overall index but the presence of other factors cannot be ignored. The employees of Taj Mahal feel extremely satisfied when they were exposed to the eight selected parameters.

REFERENCES


APPENDIX

Parameter 1: Work Culture

Figure 1: Showing parameter 1 for two Hotels

Parameter 2: Training

Figure 2: Showing parameter 2 for two Hotels
Parameter 3: Communication

Figure 3: Showing parameter 3 for two Hotels

Parameter 4: Compensation

Figure 4: Showing parameter 4 for two Hotels
Parameter 5: Rewards and Recognition

![Rewards and Recognition Chart]

Figure 5: Showing parameter 5 for two Hotels

Parameter 6: Performance Appraisal System

![Performance Management System Chart]

Figure 6: Showing parameter 6 for two Hotels
Parameter 7: Work Relation

Figure 7: Showing parameter 7 for two Hotels

Parameter 8: Work Environment

Figure 8: Showing parameter 8 for two Hotels
Table 1: Showing correlation value for Taj Mahal

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<td>Training</td>
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<tr>
<td>Communication</td>
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<tr>
<td>Compensation</td>
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<tr>
<td>Rewards &amp; Recognition</td>
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<tr>
<td>Performance Appraisal System</td>
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<tr>
<td>Work Relations</td>
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<tr>
<td>Work Environment</td>
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</table>

Figure 9: Showing correlation value for Taj Mahal
Table 2: Showing correlation value for ITC Maurya

<table>
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<td>Rewards &amp; Recognition</td>
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<tr>
<td>Work Environment</td>
<td>0.25</td>
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Figure 10: Showing correlation value for ITC Maurya