

A STUDY ON JOB SATISFACTION OF EMPLOYEES OF HOTEL INDUSTRY IN TIRUNELVELI CITY

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Abstract *Hotel Industry is always a changing one and will continue to change. There has been concentration of hotel activities in reborn and reconstructed central cities. 'Demographics' play a vital role in this regard. People must be treated as human beings at the place of work, as they come to work with certain specific motives, to earn money and to get employment. The future prospect is determined by their present job only. Only through the knowledge and energy of the people, the organizational objectives are to be accomplished. Hence, the needs of the employees should not be ignored. The successful accomplishment of the goals of institution is only in the hands of their employees who are well satisfied with their work and job position. When an employee is dissatisfied at work and lacks the motivation to act in a profession that is mainly customer-service related as a hotel, this will directly affect their level of efficiency and quality of service. This study aims to know the job satisfaction of employees of hotel industry in Tirunelveli.*

Keywords *Hotel Industry, Employee, Motives, Socio-Economic factors, Job Experience, Job satisfaction, Hypothesis, Quality of Service*

INTRODUCTION

The concept of employee job satisfaction is getting more significance day by day in the corporate world especially in the hotel sector. Employee job satisfaction and working environment are strongly linked with welfare measures and monetary factors. Besides to be successful in today's business environment hotels need the knowledge, ideas and creativity of every employee from front office management to top level management in the executive suit.

STATEMENT OF THE PROBLEM

The job satisfaction of employees of a particular industry not only improves the working level of the employees, but also it is highly useful to the employers to promote the industrial efficiency. The amount spent by the employers is the best kind of investment in their business. The various hotels in Tirunelveli city are providing various service facilities to their customers. They also provide several employee welfare measures in order to increase the efficiency and standard of living of their employees. The promotion of working conditions, creating a better working conditions, creating a better working environment and living standards for the hotel employees increase the productivity of hotel industries in a developing city like Tirunelveli.

The quality and quantity of job of the employees in hotel industry are influenced by their family relationship, religious influences, economic backgrounds, education and

employment and also by the application of technological innovations and many other environment. The analysis of the degree of job-satisfaction of hotel employees will bring out the strength and weaknesses of the institutions concerned. So the researcher is interested to analysed the various welfare measures provided by the hotels to satisfy their employees of Tirunelveli from the view of the management and to study the attitude of hotel employees towards their job position and job convenience.

OBJECTIVES OF THE STUDY

- The main objective of this study is to determine whether hotel employees of Tirunelveli city are satisfied or not.
- The major objective of this study is to identify the various factors affecting the job satisfaction of employees in the hotels of Tirunelveli city.

METHODOLOGY

Collection of Data

This study is conducted with the usage of both primary and secondary data.

Primary Data

The primary data were collected directly from respondents

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with the help of a questionnaire.

Secondary Data

Secondary data were collected from books and journals.

Construction of the Interview Schedule

This is an empirical study based on the survey method. The primary data were collected with the help of a structured interview schedule. The variables to be studied were identified first with some selected respondents. The variables so identified were converted into appropriate questions. The schedule so drafted was circulated among a few researchers for a critical review with regard to wording, format, sequences and the like.

A pre-test was conducted. In the light of the experience gained through the pre-test necessary modifications were made. Then the final draft was prepared, which was divided into personal data and other details about the job.

Analytical Tools

To analyse the data for the study, the researcher applies following tools

- a. Percentage analysis
- b. Chi-square test
- c. Diagrams and charts
- d. Scaling Techniques.

SAMPLING

The universe comprises employees of hotel industries in Tirunelveli city. Since the total number of hotel employees amount to 1000, approximately 80 employees were selected by the convenient sampling method. However care has been taken to include the sample respondents from all categories of employees such as supervisors, managers, cook, room boys, suppliers, front office people etc., and from all the important personnels of Sri Janaki Ram Hotels, Barani Hotels, Hotel Aryaas and Hotel Nainaar etc.

Tirunelveli is one of the important cities of Tamilnadu. The commercial and manufacturing activities are very busy in and around the city. The selection of these hotels reveals that opinions expressed by the samples would be representative of entire employees. The sampling unit is the individual respondents. The size of sample is 80, decided arbitrarily by adopting the technique of convenience sampling. The respondents accessible at ease, at the right time and at the right place were selected. Care has been taken to include all

types of employees like manager, supervisor, cook etc.

Field work and data collection

The required information was collected with the help of a structured interview schedule and through personal information, discussions with the respondents etc. This text was used to measure the degree of satisfaction of the employees in their job. Enough care has been taken to ensure frankness and to avoid any personal bias. Accuracy and completeness were followed in the interviews.

HYPOTHESIS

Hypothesis in statistics is a statement about the value of the population parameter. It would be made on the basis of the information obtained by some experimentation.

Testing of Hypothesis

Testing of hypothesis is a procedure for deciding whether to accept or reject the hypothesis. "Test of hypothesis" is also known as "Test of Significance".

Statistical Estimation

It is the name given to a technique of estimating the population values of parameter on the basis of information contained in a sample.

Null Hypothesis

A null hypothesis is a hypothesis tested for possible rejection under the assumption that it is true. It is denoted as H_0 . Null hypothesis means there is no difference between any two variables. Rejecting the null hypothesis will mean that the two variables are different. Acceptance (non-rejection) of the null hypothesis will mean that there is no difference in the varieties. Thus, in any statistical investigation, we usually frame a suitable null hypothesis.

Level of Significance

The probability level below which, we reject a null hypothesis is called the level of significance. Usually 2 levels are used namely, 5% and 1% level of significance. When we take 5% as the level of significance, then the probability of committing error is .05. Similarly if we take 1% as the level of significance, then the probability of committing error is .01. A test of a statistical hypothesis involves determination of region in the sample space such that the hypothesis will

be rejected, if the sample point falls within the region. It will be accepted, if the sample point falls outside the region. This region is called as the 'Critical region' or 'Region of Rejection'. The rest of the sample space is called as the 'Region of Acceptance'.

Hypothesis of the Study

- Age of the employees does not influence the attitude of the employees towards their job.
- Job satisfaction of hotel employees is independent of their sexual category.
- Job Satisfaction is not determined by the income level of the hotel employees.
- Type of family has an influence on the job satisfaction of hotel employees.
- Educational qualification of the employees influences the job convenience.
- Working experience of the employees influences the attitude of the employees towards welfare measures provided by hotels.

SCOPE OF THE STUDY

The study will be very helpful to the researcher and others in several ways. The study on the job satisfaction of employees of hotel industries in Tirunelveli city would be helpful to the business people doing hotel business in the city for several years. The result obtained by the study would throw light on their attitude towards job, income distribution, job satisfaction, physical working conditions, opinion regarding various welfare measures etc. Provided by the management to them in the hotels of Tirunelveli City.

LIMITATIONS OF THE STUDY

- The researcher has made a sincere attempt to measure the job satisfactory level of the hotel employees with the help of the respondents. But it was found that, in some cases, the responses suffered from bias or were not dependable.
- Only limited hotels are considered for data collection.

REVIEW OF LITERATURE

According on Al-Anzi (2009) study result show over 90% respondents say the quality of their working environment affects their mood and attitude about their work. Almost as many, about 89% respondents believe the quality of their working environment is very important to them view of job satisfaction. The factors of workplace environment impact the employee satisfaction towards the job and affect

the loyalty to organization are performance feedback, manager support and mentoring, co-workers' teamwork, and environmental factors.

According to Martensen and Gronholdt (2006) an employee's job satisfaction in a company is a complex term.

- Do the employees find that the job is interest and meaningful?
- Does the job satisfy the employee's demand and needs?
- Does it live up to expectation?
- Do the employees experience joy in their work?
- Do they feel that, the work they do is appreciated?
- Are they generally satisfied with their job?

The above series of questions can show the researchers that the expectations of the employees and their job experience are important and linked to job satisfaction and then only can retain the employee's loyalty.

Paul (2002) suggested that the satisfied salary is an important role for increasing the employees' job security. A balanced and satisfied salary can make the employees feel that their hard works were appreciated by the company. An on-time-payroll system also can help the employees feel secure and increase their loyalty to the company. Every employee works hard due to the reason of money, rewards and allowance. Therefore, company should pay the salary to the employees on time to convince them and encourage them to work harder to increase company productivity and profits.

According to Lee (1998), a performance appraisal program helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. It helps the employees to clearly understand their roles and responsibilities and give direction to the individual's performance. It also can help to align the individual performances with the organizational goals and also review their performance.

STUDY AREA

Tirunelveli City is the study area selected for this study, because it has all the types of hotels within it's territory. There are Eleven Three-Star Hotels, Twenty Two- star Hotels and several budget hotels, idli-shops, motels and fast food stalls are functioning in this city. In fact, Tirunelveli has been a seat of tasty food in the southern part of Tamilnadu from the very early times and for a very long time. The Industries connected with hospitality are the most important and in particular, hotel industry may be dealt with for the research purpose. The researcher wanted to collect data from all the different types of hotels in this area.

The Tirunelveli City occupies the very center of the district, touching neither the ghats on the west nor the sea on the

east. But lying enclosed by all the remaining seven taluks of the district. Beyond the limits of the two municipalities of Tirunelveli and palayamkottai, it contains no towns or any sites of importance. Hence the Tirunelveli city was chosen as the proper representative city for this study.

ANALYSIS AND INTERPRETATION OF DATA

Analysis and interpretation of the data collected are the two major functions in the process of research. The data gathered through administration of the tools or any other means need to be systematized and then analysed in order to determine the inherent meaning. The data was collected from 80 hotel employees of Tirunelveli City and thus analyzed for this study purpose.

Factors influencing job satisfaction of hotel employees in Tirunelveli City

1. Socio-Economic factors of hotel employees in Tirunelveli City.
2. Other factors influencing job satisfaction of employees in Tirunelveli City.

SOCIO-ECONOMIC BACKGROUNDS OF HOTEL EMPLOYEES AND JOB SATISFACTION

The Socio-economic factors of hotel employees to their job satisfaction may be of large in numbers. Among them, only a few factors are considered as given below.

1. Age.
2. Income.
3. Sex
4. Type of family.
5. Educational Qualification
6. Working Experience.

Naturally age has a tremendous influence in changing ones own attitude and character. An employee who starts his career at his young age, may have a good amount of ambition and aspiration. His expectations rise to very high levels from his job at that stage from various angles. When his aspirations do not get satisfied, he becomes frustrated and highly dissatisfied. But as age advances, he becomes more and more adjustable. He feels more satisfied when compared to the other younger employees.

Table 1 - The age group of hotel employees in Tirunelveli City

Age (years)	Number of Respondents	Percentage
20-30	17	21.25
31-40	23	28.75
41-50	15	18.75
Above 50	25	31.25
Total	80	100

Source : Primary Data

Table 1 reveals that out of 80 respondents, 23 are belonging to the age group of 31-40 years; 17 belong to 20-30 age group; 15 belong to 41-50 age group and 25 employees are of above 50 years.

In terms of percentage, 28.75% of the respondents belong to 31-40 age group; 21.25% of respondents belong to 20-30 age group; 18.75% is the least one, where the employees belong to the age group of 41-50. From Table 1, it can be concluded that 50% of the respondents belong to the age group of 20-40 years.

Table 1.1 - Job Satisfaction of Hotel Employees

Table 1.1 shows the job satisfaction of 80 employees, working in hotel industry in Tirunelveli city.

Job Satisfaction	Number of Respondents	Percentage
Satisfied	30	37.5%
Dissatisfied	50	62.5%
Total	80	100

Source: Primary Data

It is clear from the table 1.1 that out of 80 employees, 30 i.e. 37.5% of the hotel employees come under the category of 'satisfied'. 50 employees i.e. 62.5% come under the category of 'dissatisfied'.

Table 1.2 - Age and Job Satisfaction

Age Group/Job Satisfaction	Satisfied	Dissatisfied	Total
20-30	4 (13.33%)	13 (26%)	17 (21.25%)
31-40	7 (23.33%)	16 (32%)	23 (28.75%)
41-50	3 (10%)	12 (24%)	15 (18.75%)
Above 50 years	16 (53.33%)	9 (18%)	25 (31.25%)
Total	30 (100)	50 (100)	80 (100)

Source: Primary Data

Analytical frame work

In this study, job satisfaction of employees is classified into two categories, namely satisfied and dissatisfied for analytical purpose. The level of job satisfaction is determined

Table 1.3. Chi-square Test Table – Age and Job Satisfaction

Observed Frequency	Expected Frequency	O _i -E _i	(O _i -E _i) ²	(O _i -E _i) ² /E
4	6.38	-2.38	5.66	0.89
13	10.63	2.37	5.62	0.53
7	8.63	-1.63	2.66	0.31
16	14.38	1.62	2.62	0.18
3	5.63	-2.63	6.92	1.23
12	9.38	2.62	6.86	0.73
16	9.38	6.62	43.82	4.67
9	15.63	-6.63	43.96	2.81
				Σ= 11.35

by the score values calculating by adopting Chi-Square test. The relationship between employee’s socio-economic background and their job satisfaction level is identified by chi-square test.

Chi-Square Test Formula

with (r-1) (c-1)

Degrees of Freedom

Where O = Observed Frequency

E = Number of Frequency

C = Number of columns in a contingency table

R = Number of rows in a contingency table

The calculated value of chi-square test is mentioned with the table value of chi-square, for given level of significance. Usually it is at 5% level. If at the stated level, the calculated value (C.V.) is less than the table value (T.V.) the null hypothesis is accepted and otherwise it is rejected.

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i} = 11.35$$

Degrees of Freedom = (r-1) x (c-1)

= (4-1) x (2-1)

Degree of Freedom = 3 x 1 = 3

Table value for 3 degree of freedom at 5% level is 7.851.

The calculated value of $X^2 = 11.35$ is > 7.851

Since the calculated value (25.21) is greater than Table value (7.851), Ho, Null Hypothesis is rejected at 5% level. Therefore it is proved that age and job satisfaction are significant.

The table 1.4 clearly shows that the calculated value of chi-square test is greater than the table value. Hence, null hypothesis is rejected. Therefore, there exists a relationship between the age and the job satisfaction of employees.

Table 2. Sex and Job Satisfaction of hotel employees

Sex Job Satisfaction	Satisfied	Dissatisfied	Total
Male	28 (93.33%)	48 (96%)	76 (95%)
Female	2 (6.67%)	2 (4%)	4 (5%)
Total	30 (100)	50	80 (100)

Source: Primary Data

Table 2 shows that out of 80 employees 28 male and 2 female employees are satisfied. 48 male and 2 female employees are not satisfied with their job.

Hypothesis: Null Hypothesis – Ho

Job satisfaction of hotel employees is independent of their sexual category

Degrees of freedom = (r-1) (c-1)

= (2-1) (2-1)

= 1 x 1 = 1

Table 1.4. Chi-square Test Table – Age and Job Satisfaction

S.No	Particulars	Values
1	Calculated Value	11.35
2	Table value at 5% level	7.851
3	Degree of freedom	3
4	Inference and significance	Null hypothesis is rejected and it is evident that Age and Job Satisfaction are significant

Table 2.1. Chi- Square Test - Sex and Job Satisfaction

Observed Frequency	Expected Frequency	$O_i - E_i$	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
28	28.5	-0.5	0.25	0.009
48	47.5	1.5	2.25	0.05
2	1.5	0.5	0.25	0.17
2	2.5	-0.5	0.25	0.1
				$\Sigma = 0.33$

Source: Primary Data

Table value for 1 at 5% is 3.84. Calculated value is 0.33, which is less than the table value of 3.84 i.e. C.V. is < T.V.

$$0.33 < 3.84$$

Hence null hypothesis is accepted. Hence sex and job satisfaction are not significant.

Table 2.2. Chi-Square Test-Sex Category and Job Satisfaction of Hotel Employees

S.No	Particulars	Values
1	Calculated value	0.33
2	Table value	3.84
3	Degree of freedom	1
4	Inference and Significance	Null Hypothesis is accepted. So Sex and Job satisfaction are not significant.

Table 2.2 proves that the calculated value of chi-square test is 0.33, which is less than the tabulated value of 3.84. Hence, the null hypothesis, H_0 is accepted. There is no relationship between the sex and job satisfaction of hotel employees in Tirunelveli city.

The table 3 reveals that out of 30 satisfied employees, only 5 get an income of above Rs.10,000. But 15 employees even if they get same level of income are not satisfied.

Null Hypothesis setting: Job Satisfaction is not determined by the income level of the hotel employees.

Table 3. Income level and Job Satisfaction

Income group (in Rs)/Job Satisfaction	Number of Satisfied Employees	Number of Dissatisfied Employees	Total
2,000 – 4,000	0 (0 %)	10 (20%)	10 (12.5%)
4,000 – 6,000	5 (16.67 %)	5 (10%)	10 (12.5%)
6,000 – 8,000	12 (40 %)	12 (24%)	24 (30%)
8,000 – 10,000	8 (26.66 %)	8 (16%)	16 (20%)
Above 10,000	5 (16.67%)	15 (30 %)	20 (25%)
Total	30 (100)	50 (100)	80 (100)

Source: Primary Data

Table 3.1. Chi-Square Test-Job Satisfaction and Income level of employees

S.No	Particulars	Values
1	Calculated Value	21.35
2	Tabulated Value	15.51
3	Degrees of freedom at 5% level	8
4	Inference and Significance	Null Hypothesis is rejected. So Income and Job satisfaction are significant.

The table 3.1 shows that the calculated value of chi-square test 21.35 is more than the tabulated value of 15.51. Hence there is a relationship between the income earned by and the job satisfaction of the hotel employees for which, the null hypothesis set up is a rejected.

Table 4. Chi-Square Test- Type of family of 80 Hotel Employees and Job Satisfaction

Type of family / Job satisfaction	Number of satisfied employees	Number of dissatisfied employees	Total
Joint family	10 (33.33%)	21 (42%)	31 (38.75%)
Nuclear family	20 (66.67%)	29 (58%)	49 (61.25%)
Total	30 (100)	50 (100)	80 (100)

Hypothesis :

Type of family has an influence on the job satisfaction of hotel employees.

Table 4 shows that out of 30 satisfied hotel employees, more than half i.e. 20 employees have nuclear family system and 29 out of 50 hotel employees even if they belong to nuclear family system are of dissatisfied category.

Table 4.1. Chi-Square Test - Type of Family and Job Satisfaction

S.No	Particulars	Values
1.	Calculated value	0.597
2.	Tabulated value	3.84
3.	Degrees of freedom at 5% level	1
4.	Inference and Significance	Hypothesis is accepted

The table 4.1 shows that the calculated value of chi-square test i.e.0.597 is less than its table value 3.84. Hence the hypothesis is accepted i.e. there exists some relationship between the family type of an employee and his job satisfaction.

Table 5. Educational Qualification of Hotel Employees

Education	Number of Respondents	Percentage
Below V Std	4	5
Below S.S.L.C	17	21.25
S.S.L.C	25	31.25
Higher Secondary	10	12.50
Graduates	13	16.25
Post Graduates	5	6.25
Diploma Holders	3	3.75
Computer Literates/ Professionals	3	3.75
Total	80	100

The table 5 shows that the majority of employees have passed S.S.L.C and above, and the post graduates and computer literates are meager in number i.e.3 in each category. More than 50% of hotel employees possess the qualification of S.S.L.C and below S.S.L.C.

Table 13 reveals that, null hypothesis Ho is rejected and there exists some relationship between education and job satisfaction of hotel employees.

Table 5.1. Education and Job Satisfaction

S.NO	Particulars	Values
1.	Calculated Value	14.88
2.	Table value	12.59
3.	Degree of freedom	6
4.	Inference and significance	Null hypothesis is rejected. So education and job satisfaction are significant.

Table 6. Job Experience of 80 Hotel Employees in Tirunelveli City

Experience in Years	Number of Respondents	Percentages
0 – 5	27	33.75
5 – 10	25	31.25
10 – 15	18	22.50
15 – 20	6	7.50
More than 20 years	4	5
Total	80	100

Source: Primary Data

Table 6 reveals that the maximum number of respondents, who are 27 in number are having the work experience of less than 5 years. Persons having a long experience in their present job are only 4 in number. In general 85% of employees have an experience of up to 15 years.

Table 6.1. Chi-Square Test- Job Experience and Job Satisfaction

Experience /Job Satisf action	Number of satisfied employees	Number of dissatisfied employees	No opinion	Total
0-5	5 (16.68%)	18 (40%)	4 (80%)	27 (33.75%)
5-10	7 (23.33%)	17 (37.78%)	1 (20%)	25 (31.25%)
10-15	10 (33.33%)	8 (17.78%)	0 (0%)	18 (22.5%)
15-20	4 (13.33%)	2 (4.44%)	0 (0%)	6 (7.5%)
More than 20 years	4 (13.33%)	0(0%)	0 (0%)	4 (5%)
Total	30(100)	45(100)	5	80 100

Table 6.2. Chi-Square Test- Job Experience and Job Satisfaction

S.No	Particulars	Values
1.	Calculated value	19.78
2.	Tabulated value at 5% level	15.51
3.	Degree of freedom	8
4.	Inference and significance	Null hypothesis is rejected

The null hypothesis Ho is rejected, since the C.V is > than T.V. Hence, job experience and job satisfaction of hotel employees are significant.

FINDINGS

- 21.25% of the employees belong to the age class '20-30' where as 28.75% of the employees are in the age

range of '31-40'; 18.75% of the employees belong to the age class of '41-50' and 31.25% belong to above 50 years of age.

- Out of 80 employees 62.5% belong to the 'dissatisfied' category and 37.5% belong to the 'satisfied' category.
- Out of 80 employees 28 male and 2 female employees are satisfied. 48 male and 2 female employees are not satisfied with their job.
- The majority of employees are not satisfied due to their insufficient income. Out of 50 dissatisfied employees, only 8 (16 %) get an income of above Rs.8,000. 10 (20%) of employees are earning an income of even below Rs.4000.
- 38.75% of the employees are having joint family and 61.25% are adopting nuclear family system.
- 5% of the employees belong to the qualification of below S.S.L.C and 22.50% of the employees are of graduates and post graduates category. 3.75% of the employees are of computer literates. Their educational qualification helps to determine the knowledge level of the labours.
- 5% of the employees are having an experience of more than 20 years in hotel industry.

SUGGESTIONS

- Since hotels are belonging to the service industry, all the employees are needed to possess 'service motive'. It is possible only with a friendly relationship between the management and the employees.
- Adequate provision of welfare measures can reduce the prevalence of high rates of absenteeism. Accordingly, equal rights may be given to all the employees, which would help to reduce and eliminate the communication gap between the management and the employees. By taking into account, the health and strength of the employee's adequate facilities may be provided by the hotel management.

- The management of these hotels may give some monetary and non monetary benefits to their employees, at the time of retirement, sickness and compensation to these employees, who are injured during their work.
- Higher the designation, the greater will be the level of job satisfaction. The higher the status of an employee, the greater will be the challenge that he would like to face in his job and the greater will be his accountability to his superiors.
- Even the newly appointed employees may have more job satisfaction despite of their lower income due to their job position and work environment. Thus job satisfaction is a psychological outcome of an employee from doing his role in the functioning of a hotel institution.

CONCLUSION

All these factors may be considered by the management by paying proper attention to the hotel employees. Feeling of job security in hotel industry also helps to determine the job satisfaction of hotel employees in Tirunelveli city.

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