



IJMIRD 2015; 2(2): 628-631  
www.allsubjectjournal.com  
Impact factor: 3.672  
Received: 04-02-2015  
Accepted: 20-02-2015  
E-ISSN: 2349-4182  
P-ISSN: 2349-5979

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## Boosting job satisfaction among star category hotel employees

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### Abstract

The study aims in identifying the factors that result in job satisfaction among the employees of star category hotels. A total of 500 employees were surveyed regarding their satisfaction level with the identified items of job satisfaction. Percentage analysis was performed to identify the key contributors of job satisfaction. The results reveal that the hotel management should aim in providing challenging work, recognition, chance to use new skills and satisfying basic necessities of the employees. A satisfied employee will stay committed to work longer in the star hotels.

**Keywords:** Job satisfaction, basic necessities, challenging work

### 1. Introduction

Job satisfaction plays a prominent role in success of the hotel industry. In a customer oriented industry, the employees play a major role. The hotel's endeavour should be in satisfying their employees as it will increase the customer satisfaction leading to the rise of productivity and profitability of the hotel industry. As hotel industry is a labour intense industry, importance should be given to develop employees' skills and knowledge in terms of competency because hotel employees' job performance has significant effects on the service quality and the productivity of a hotel. If the hotel employees are fully competent to perform tasks, their satisfaction level will increase. Then, this will result in positive outcomes for the hotel. (Lee, Kahn & Ko, 2008) [3].

When an employee leaves the hotel it is double loss for the management because the hotel would have invested money in training the employee who has quit and they must also invest in training new staff members. Improving employee job satisfaction not only decreases turnover, but also provides guests with better service from the employees. In the hotel industry, in particular, the study of job satisfaction is of great importance. The dedication, effort, and commitment of employees are essential factors in ensuring customer satisfaction. The research aims to investigating the key determinants of job satisfaction

### 2. Literature Review

An employee will be satisfied with his/her working culture and environment if the content of the work is up to his/her satisfaction. Job security also plays a major role in raising the satisfaction level of the employees (Green and Tsitsianis, 2005) [2]. Chance of promotion for the employees plays a vital role in satisfying the employees as it provides upward mobility. Achieving full satisfaction among employees is really difficult. Thus it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006) [4].

The factors that motivate and satisfy employees are diverse tasks, kind co-workers and an appealing working environment. Employees agree that an optimistic feeling is created when the organisation provides them a pleasant working atmosphere (Bjerker, Ind and Paolli, 2007) [1]. A recent study by Yen, Yeh, and Lin (2007) [6] has found that satisfaction levels among employees can be significantly enhanced by job enrichment. By enriching a job and providing more skill variety the employee satisfaction increases.

The employee job satisfaction can be increased when an employee is having good relationships with the colleagues, high salary, good working conditions, training and development opportunities and career development. When an organisation is conducting research on the employee satisfaction, the following factors should be kept in mind: one item cannot make all employees satisfied simultaneously. It varies according to the perception of employees. This means that the sum of all satisfying factors composes the employee's

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satisfaction level. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008) [5].

### 3. Research Methodology

The study was conducted among 500 employees of star category hotels across India. A total of 21 items based on employee loyalty obtained through literature were surveyed using a five point likert scale (1-highly satisfied, 2-satisfied,

3-neutral, 4-dissatisfied and 5-highly dissatisfied). The data was analysed using percentage analysis and the results were tabulated.

### 4. Results and Discussion

**Table: 1** Percentage analysis of Job Satisfaction

S.no	Items	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
1	Terms and conditions	87(17.40)	81(16.20)	36(7.20)	186(37.20)	110(22.00)	500(100.00)
2	Promotion	78(15.60)	92(18.40)	51(10.20)	158(31.60)	121(24.20)	500(100.00)
3	Recognition	78(15.60)	72(14.40)	34(6.80)	216(43.20)	100(20.00)	500(100.00)
4	Job security	42(8.40)	76(15.20)	131(26.20)	147(29.40)	104(20.80)	500(100.00)
5	Leave policy	93(18.60)	79(15.80)	39(7.80)	173(34.60)	116(23.20)	500(100.00)
6	Job duration	59(11.80)	198(39.30)	58(11.60)	60(12.00)	125(25.00)	500(100.00)
7	Shift decisions	58(11.60)	207(41.40)	66(13.20)	87(17.40)	82(16.40)	500(100.00)
8	Safety and security	70(14.00)	243(48.60)	79(15.80)	78(15.60)	30(6.00)	500(100.00)
9	Work-Life balance	97(19.40)	74(14.80)	30(6.00)	185(37.00)	114(22.80)	500(100.00)
10	Challenges and Opportunities	61(12.20)	85(17.00)	37(7.40)	236(47.20)	81(16.20)	500(100.00)
11	Basic Necessities	51(10.20)	73(14.60)	58(11.60)	257(51.40)	61(12.20)	500(100.00)
12	Grievance handling	70(14.00)	94(18.80)	48(9.60)	168(33.60)	120(24.00)	500(100.00)
13	Co-workers	79(15.80)	237(47.40)	50(10.00)	100(20.00)	34(6.80)	500(100.00)
14	Supervisor	103(20.60)	93(18.60)	25(5.00)	166(33.20)	113(22.60)	500(100.00)
15	Subordinates	77(15.40)	63(12.60)	51(10.20)	224(44.80)	85(17.00)	500(100.00)
16.	Learn and use new skills	91(18.20)	63(12.60)	37(7.40)	224(44.80)	85(17.00)	500(100.00)
17	Need based training	95(19.00)	68(13.60)	42(8.40)	169(33.80)	126(25.20)	500(100.00)
18	Non-biased selection for training	69(13.80)	91(18.20)	58(11.60)	166(33.20)	116(23.20)	500(100.00)
19	Scope of proving my efficiency	81(16.20)	89(17.80)	48(9.60)	165(33.00)	117(23.40)	500(100.00)
20	Sense of pride in the job	18(3.60)	102(20.40)	134(26.80)	168(33.60)	78(15.60)	500(100.00)
21	Career advancement	83(16.60)	126(25.20)	43(8.60)	131(26.20)	117(23.40)	500(100.00)

It is inferred from Table 1 that out of 500 star category hotel employees 37.20 per cent of the employees dissatisfied and 22 per cent of the employees highly dissatisfied with the terms and conditions of employment provided by the star category hotels. While 7.20 per cent of the employees are neutral with their satisfaction levels, 16.20 per cent of the employees are satisfied and 17.40 per cent of the star category hotel employees are highly satisfied with the terms and conditions of employment provided by the star category hotels. It is indicated from the analysis that 31.60 per cent of the employees are dissatisfied and 24.20 per cent of the employees are highly dissatisfied with the promotional opportunities in the hotel. Although 18.40 per cent of the star category hotel employees are satisfied and 15.60 per cent of them are highly satisfied with the promotional opportunities in the hotel, 10.20 per cent of the star category hotel employees are neutral in their satisfaction levels.

The results show that 43.20 per cent of the star category hotel employees are dissatisfied and 20 per cent of the employees are highly dissatisfied with the recognition for the contributions towards work value additions by the management. 6.80 per cent of the star category hotel employees have a neutral satisfaction levels regarding the recognition for the contributions towards work value

additions by the management, 14.40 per cent of the employees are satisfied and 15.60 per cent of the employees are highly satisfied with the recognition for the contributions towards work value additions by the management. It can be concluded from the results that 29.40 per cent of the employees are dissatisfied, 20.80 per cent of the employees are highly dissatisfied and 26.20 per cent of the employees are neutral in their satisfaction levels with the work security and transfer policy in star category hotels. While 15.20 per cent of the employees are satisfied and 8.40 per cent of the employees are highly satisfied with the management work security and transfer policy in star category hotels.

It is inferred from the results that 34.60 per cent of the employees are dissatisfied, 23.20 per cent of the employees are highly dissatisfied and 7.80 per cent of the employees in star category hotels are neutral in their satisfaction levels with respect to work leave policy. And 15.80 per cent of the employees working in star category hotels are satisfied and 18.60 per cent of the employees are highly satisfied with the work leave policy followed in star category hotels. The results indicate that out of 500 employees of star category hotels considered for the study 39.30 per cent of the employees are satisfied and 11.80 per cent of the employees are highly satisfied with the job duration. 12 per cent of the

employees are dissatisfied, 25 per cent of the employees are highly dissatisfied with the job duration and 11.60 per cent of the star category hotel employees are neutral in their satisfaction levels.

It can be inferred from the results that 41.40 per cent of the employees are satisfied and 11.60 per cent of the employees are highly satisfied with the shift decision of the star category hotels. 17.40 per cent of the employees are dissatisfied, 16.40 per cent of the employees are highly dissatisfied and 13.20 per cent of the star category hotel employees are neutral with the shift decision followed by the star category hotels. Regarding the safety and security for the employees in the star category hotels 48.60 per cent of the employees are satisfied, 14 per cent of the employees are highly satisfied, 15.60 per cent of the star category hotel employees are dissatisfied, 6 per cent of the employees are highly dissatisfied and 15.80 per cent of the employees in star category hotels are neither satisfied nor dissatisfied.

It can be inferred that 37 per cent of the employees are dissatisfied and 22.80 per cent of the employees are highly dissatisfied with the management support for the work-life balance. 6 per cent of the employees are neutral toward their satisfaction with work-life balance, 14.80 per cent of the employees are satisfied and 19.40 per cent of the employees are highly satisfied with the management support in the work-life balance. It is indicated that 47.20 per cent of the star category hotel employees are dissatisfied, 16.20 per cent of the employees are highly dissatisfied and 7.40 per cent of the employees have a neutral satisfaction level regarding the work level challenges and opportunities provided by the star category hotels. 17 per cent of the employees are satisfied with the work level challenges and opportunities provided by the star category hotels and 12.20 per cent of the employees are highly satisfied.

It is observed that 51.40 per cent of the employees in the star category hotels are dissatisfied, 12.20 per cent of the employees are highly dissatisfied and 11.60 per cent of the employees are neutral in their satisfaction levels regarding the basic necessities. 14.60 per cent of the star category hotel employees are satisfied and 10.20 per cent of the star category hotel employees are highly satisfied with basic necessities. With regard to the grievance handling procedure followed by the star category hotels to their hotel employees 33.60 per cent of the star category hotel employees are dissatisfied, 24 per cent of the employees are highly dissatisfied, 9.60 per cent of the employees have a neutral satisfaction level, 18.80 per cent of the employees are satisfied and 14 per cent of the employees are highly satisfied with the grievance handling procedure.

It is inferred from the results that out of 500 employees 47.40 per cent of the employees are satisfied and 15.80 per cent of the employees are highly satisfied with their relationship with their co-workers. 10 per cent of the employees are neutral in their relationship with their co-workers, 20 per cent of the employees are dissatisfied and 6.80 per cent of the employees are highly dissatisfied with their relationship with their co-workers. It can be indicated from the results that 33.20 per cent of the star category hotel employees are dissatisfied, 22.60 per cent of the star category hotel employees are highly dissatisfied and 5 per cent of the star

category hotel employees are neutral in their relationship with their supervisor. 18.60 per cent of the employees are satisfied and 20.60 per cent of the employees are highly satisfied in their relationship with their supervisor.

It is observed that 44.80 per cent of the employees in the star category hotels are dissatisfied, 17 per cent of the employees are highly dissatisfied and 10.20 per cent of the employees are neutral in the satisfaction levels for their relationship with their subordinates. 12.60 per cent of the employees are satisfied and 15.40 per cent of the employees are highly satisfied with their relationship with their subordinates. It is observed that out of 500 employees 44.80 per cent of the employees in the star category hotels are dissatisfied, 17 per cent of the employees are highly dissatisfied and 7.40 per cent of the employees have a neutral satisfaction level towards the opportunity provided by the management to learn and use new skills and talents. 12.60 per cent of the star category hotel employees are satisfied and 18.20 per cent of the employees are highly satisfied with the opportunity provided by the management to learn and use new skills and talents. It is inferred that 33.80 per cent of the employees are dissatisfied, 25.20 per cent of the star category hotel employees are highly dissatisfied and 8.40 per cent of the employees in the star category hotels have a neutral satisfaction level for the encouragement and support by the management for the need based training. 13.60 per cent of the employees are satisfied and 19 per cent of the employees are highly satisfied with the encouragement and support by the management for the need based training.

It is relevant from the results that 33.20 per cent of the employees are dissatisfied, 23.20 per cent of the employees are highly dissatisfied, 11.60 per cent of the employees are neutral, 18.20 per cent of the employees in star category hotels are satisfied and 13.80 per cent of the employees are highly satisfied with the non-biased selection of employees for training. It is apparent from the results that 33 per cent of the employees in the star category hotels are dissatisfied, 23.40 per cent of the employees are highly dissatisfied and 9.60 per cent of the employees have a neutral satisfaction level with respect to the scope of proving their efficiency in skills and ability matching. 17.80 per cent of the star category hotel employees are satisfied and 16.20 per cent of the employees are highly satisfied with the scope of proving their efficiency in skills and ability matching. It is observed that 33.60 per cent of the star category hotel employees are dissatisfied, 15.60 per cent of the employees are highly dissatisfied and 26.80 per cent of the hotel employees have a neutral satisfaction level for the pride in doing their work. And 20.40 per cent of the star category hotel employees are satisfied and 3.60 per cent of the employees are highly satisfied and they get a sense of pride in doing their work. It can be indicated that 8.60 per cent of the star category hotel employees have a neutral satisfaction level for the career advancement opportunities provided by the hotel. 26.20 per cent of the employees are dissatisfied, 23.40 per cent of the employees are highly dissatisfied, 25.20 per cent of the employees are satisfied and 16.60 per cent of the employees are highly satisfied with the career advancement opportunities provided by the hotel.

## 5. Suggestions and Conclusion

The hotels should provide their employees with the opportunities to develop and expand their knowledge, skills and experience, if not it will result in employees quitting their jobs. Keep employees satisfied, employees should be motivated by creating a positive work environment and give employees' opportunities to grow. When employees are motivated, there is retention or reduction in turnover, and enthusiastic employees will out produce and outperform. Career development opportunities should be provided by the hotel management to create satisfying employees. Employees should be provided with autonomy to take decision related to their work. This will help them in creating a feeling of belongingness and attachment towards the hotel. This belongingness will motivate employees to stay in the hotels for a longer period with a sense of satisfaction instilled. Absence of the following three factors will cause dissatisfaction among the employees. Among them hotel's salary and service benefits play a critical role in dissatisfying the employees, followed by, working condition provided by the hotels for the employees and relationship with the supervisors.

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