

Hotel employees' job satisfaction and its impact on their organizational commitment

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Abstract

The success of every hospitality firm's business is directly related to its employees. In fact, when it comes to a customer's perspective of a hospitality firm, the employees are the image of the firm. Therefore, employees are definitely the face of every hospitality industry as they play a very vital role in linking tourism and hospitality firms with customers and thus in maintaining and establishing long term relationships. Indeed successful service firms have invested resources into programs in order to increase their employee's performance and job satisfaction. It is commonly held belief that it is the nature of the work, inadequate pay with service money oriented, long working hours, over workloads, low job security, limited training and development opportunities contribute to an unsatisfied job that turn to a high turnover. In actual fact, hotel employees are still undertrained, underpaid and overworked (Singh, 2000). Henceforth, many studies have found that high turnover is related to job satisfaction and these issues impact on low commitment. The present study attempts to examine the relationship between job satisfaction and organizational commitment. The sample consists of 150 employees selected from hotels in Manipur, that have been in operation before 2015 and which employs more than 20 (twenty) employees. Proportionate sampling technique has been applied for the study. The results showed that none of the independent variables viz., sex, age, educational qualifications, marital status and salary has significant relationship with job satisfaction. In other words, job satisfaction among the respondents is not affected by any of the demographic variables. However, there is a positive and significant relationship between sex of the respondents and organisational commitment. In other words, male respondents are more committed to their current organisation as compared to their female counterparts. There is also a positive and significant relationship between job satisfaction and organisational commitment. It may be concluded that, higher the level of job satisfaction, higher is the probability of an employee being committed to his organisation.

Keywords : Hotel Industry, Job Satisfaction, Organizational Commitment

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Introduction

Tourism and hospitality industry face real challenges in recruiting, developing and maintaining a committed, competent, well-managed and well-motivated workforce which is focussed on offering a high quality 'product' to the increasingly demanding and discerning customer. The industry has been struggling with negative perceptions about employment practices and conditions. In this global competitive scenario, establishing and maintaining long-term relationship with customers is of foremost importance to the success of tourism and hospitality firms. In this regard, employees are an important resource for the Hotel Industry. The success of every hospitality firm's business is directly related to its employees. In fact, when it comes to a customer's perspective of a hospitality firm, the employees are the image of the firm. Therefore, employees are definitely the face of every hospitality industry as they play a very vital role in linking tourism and hospitality firms with customers and thus in maintaining and establishing long-term relationships. Indeed successful service firms have invested resources into programs in order to increase their employee's performance and job satisfaction.

In contrast with other industries, Hotel Industry has no routine holiday and needs to work 24 hours a day, 7 days a week. It is commonly held belief that it is the nature of the work, inadequate pay with service money oriented, long working hours, over workloads, low job security, limited training and development opportunities contribute to an unsatisfied job that turn to a high turnover. In actual fact, hotel employees are still undertrained, underpaid and overworked. Henceforth, many studies have found that high turnover is related to job satisfaction and these issues impact on low commitment.

Job satisfaction is one of the most widely discussed and enthusiastically studied constructs in such related disciplines as industrial-organizational psychology, organizational behaviour, personnel and human resource management and organizational management. **Sempene *et al.* (2002)** viewed that job satisfaction relates to an individual's perceptions and evaluations of the job and this perception is in turn influenced by their circumstances, including needs, values and expectations. Individuals, therefore evaluate their jobs on the basis of factors, which they regard as being important to them. Job satisfaction is the extent to which an individual is satisfied and the extent to which an individual perceives that satisfaction as stemming from his total job situation.

Mowday *et al.* (1982) defined organisational commitment as a strong belief in the organisation's goals and values and a willingness to exert considerable effort on behalf of the organisation. Organisational commitment is regularly conceptualized as an affective attachment to an organization as a consequence of an individual sharing the organization's values. Their desire to remain in the organization, and their willingness to exert effort on behalf of the organization.

Review of Literature

Lam *et al.* (2001) examined the relationship between demographic characteristics of hotel employees and job satisfaction and also examined the importance of job variables. The

study found the significant differences between demographic variables of employees and the six Job Descriptive Index (JDI) categories. Further, the study also found that training and development programmes for the newcomers and well-educated employees and a total quality management approach may help improve job satisfaction with the job.

Lee *et al.* (2012) explored the factors affecting the turnover intention of hotel employees in Taiwan using linear structural modelling. The result showed more harmonious co-worker relationships between hotel employees and a higher level of satisfaction regarding their work environment has a significantly positive effect on job satisfaction.

Mbah & Ikemefuna (2012) examined job satisfaction and employees turnover intentions in Total Nigeria PLC in Lagos state. The study found that specifically job satisfaction reduces employee turnover intention and that Total Nigeria PLC adopts standard pay structure, conducive nature of work and efficient supervision not only as strategies to reduce employees' turnover but also as the company retention strategy.

Ronra & Chaisawat (2012) found that the factors affecting employees turnover significantly was the insufficient tools and resources to do the daily job followed by inadequate recognition and rewards for a job well done, the benefits received were not met with the employees needs, the salary and the responsibilities were not compatible and the career path advancement was not compensate for lack of salary increase. In contrast, the factors which influenced employees' job satisfaction was the employee appreciation to the task achievement, followed by the relationship with the colleagues, the pride to work for Amari, the understanding of how the job aligns with the company's mission, and the balance between my job and families responsibilities, respectively.

Panwar *et al.* (2012) examined the reasons why hotel employees are not able to cope up with the industry environment through a survey conducted from different hotel employees and observed that most of the employees want to work in other services oriented industries such as Airlines, Retail and Financial services. They concluded that monetary compensation and long working hours are the two areas of dissatisfaction for the hotel employees.

Kimungu & Maringa (2010) empirically assessed the impact of employee turnover on customer service and competitiveness of an establishment based on case study of 160 respondents selected by cluster random sampling from five Kenyan hotels. The results of the study revealed that low job satisfaction, unfavourable working conditions and slow career advancement were major factors influencing employee turnover. High employee turnover rates interfered with internationalization of standards by the employees resulting to lower quality of service, reduced customer satisfaction, and making an establishment less competitive.

Khanna & Akhtar (2013) examined the impact of frontline employees demographics on job satisfaction and organizational commitment using data collected from the frontline employees of 5 A-star hotels in Jammu. The study result demonstrates that demographics have positive impact on job satisfaction of frontline employees in hotel industry. The study findings also indicated that frontline employees demographics positively relate to their organizational

commitment and job satisfaction has also positively significant effect on organizational commitment.

Objectives of the Study

1. To investigate the level of job satisfaction among hotel employees in Manipur.
2. To examine the extent of organisational commitment among hotel employees in Manipur.
3. To investigate the effect of job satisfaction on organisational commitment among hotel employees in Manipur.

Hypotheses of the Study

Ho1: There is no statistically significant relationship between job satisfaction and demographic variables such as sex, age, educational level, marital status, salary, working experience etc

Ho2: There is no statistically significant relationship between organisational commitment and demographic variables such as sex, age, educational level, marital status, salary, working experience etc

Ho3: There is no statistically significant relationship between job satisfaction, and organisational commitment in the hotels under study

Research Methodology of the Study

Method and Procedure

The research work is exploratory in nature. The study attempts to give an emphasis on both descriptive and quantitative aspects. The sample consists of 150 employees selected from hotels in Manipur, that have been in operation before 2015 and which employs more than 20 (twenty) employees. Proportionate sampling technique has been applied for the study. The data are collected with the help of structured questionnaire, keeping in mind the various objectives of the study.

Measures

Job satisfaction: It is measured with 36 items job satisfaction survey adapted from **Spector (1997)**. The Job Satisfaction Survey (JSS: Spector, 1997) is a 36 item, nine-facet survey instrument designed to assess employee attitudes about various aspects of their job viz., pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. Each facet is assessed with four items using a five point Likert-type rating scale format ranging from “strongly agree” to “strongly disagree”.

Organisational Commitment: It is measured with a 12-item measure of organisational commitment adapted from **Allen et al. (1993)** using a five point Likert-type rating scale. The scale is designed to measure three dimensions of organisational (affective, continuance and normative commitment).

Results and Discussion

Descriptive Statistics of the Respondents

Table 1: Distribution of Respondents by Age & Gender

Age	Male	Female	Total
15-20	6 (4.0)	4 (2.7)	10 (6.7)
20-25	23 (15.3)	38 (25.3)	61 (40.6)
25-30	37 (24.7)	22 (14.7)	59 (39.4)
30-35	15 (10.0)	3 (2.0)	18 (12.0)
35-40	0 (0.0)	2 (1.3)	2 (1.3)
Total	81 (54.0)	69 (46.0)	150 (100.0)

Source: Field Survey

Note: Figures in parentheses indicate percentage of total

Table 1 reveals that majority of the respondent hotel employees are male accounting for 54 %, 81 respondents out of the total 150 respondents. Age groups of the respondents are almost equally distributed between 20-25 years (40.6%) and 25-30 years (39.4%). Respondents between the age group 20-25 years consist of 15.3% of the male respondents and 25.3% of the total female respondents, and 25-30 years consists of 24.7% of the male respondents and 14.7% of the total female respondents.

Table 2 shows the result of binary logit regression analysis used to identify the relationship between job satisfaction and demographic variables such as sex, age, educational qualifications, marital status, salary etc. Out of the various aspects of job satisfaction, the response on “I feel a sense of pride in doing my job” has been selected as a proxy of job satisfaction of the respondents and taken as dependent variable. The result shows that none of the independent variables viz., sex, age, educational qualifications, marital status and salary has significant relationship with job satisfaction. Hence, the null hypothesis cannot be rejected. In other words, job satisfaction among the respondents is not affected by any of the demographic variables.

Table 3 shows the result of binary logit regression analysis used to identify the relationship between organisational commitment and demographic variables such as sex, age, educational qualifications, marital status, salary etc. Out of the various aspects of organisational commitment, the response on “I would be very happy to spend the rest of my career with the organisation” has been selected as a proxy of organisational commitment of the respondents and taken as dependent variable. The result shows that there is a positive and

significant relationship between sex of the respondents and organisational commitment. In other words, male respondents are more committed to their current organisation as compared to their female counterparts.

Table 2 : Binary logit regression between independent variables with job satisfaction

Independent Variables	Co-efficient	z- statistics	Remark
Constant	0.407696	0.320382	Not significant
Sex	0.521034	1.363998	Not significant
Age	-0.038025	-0.759898	Not significant
Education 1	35.72935	1.45E-06	Not significant
Education 2	0.658743	0.754675	Not significant
Education 3	0.225228	0.409939	Not significant
Education 4	0.583960	1.162791	Not significant
Marriage 1	0.583438	1.473618	Not significant
Salary 1	-0.212094	-0.399619	Not significant
Salary 2	0.486004	1.118295	Not significant

Source: Computed from primary data

Table 3 : Binary logit regression between independent variables with organisational commitment

Independent Variables	Co-efficient	z- statistics	Remark
Constant	-1.63563	-1.198	Not significant
Age	0.0397109	0.7208	Not significant
Education 2	0.635950	0.7768	Not significant
Education 3	0.144630	0.3291	Not significant
Sex	1.01204	2.363*	Significant
Marriage 1	-0.679042	-1.473	Not significant
Salary 1	0.0664897	0.1164	Not significant
Salary 2	0.187118	0.4162	Not significant

Source: Computed from primary data

Note: *Significance at 5 percent level

Table 4 : Binary logit regression between job satisfaction and organisational commitment

Independent Variables	Co-efficients	z- statistics	Remark
Constant	0.163629	0.8072	Not significant
Organisational commitment	0.739238	2.014*	Significant

Source: Computed from primary data

Note: *Significance at 5 percent level

Table 4 shows the result of binary logit regression analysis used to identify the relationship between job satisfaction and organisational commitment with job satisfaction as dependent variable represented by the response on “I feel a sense of pride in doing my job” and organisational commitment as independent variable represented by response on “I would be very happy to spend the rest of my career with the organisation”. The result from the analysis indicates that there is a positive and significant relationship between job satisfaction and organisational commitment. Therefore, it may be concluded that, higher the level of job satisfaction, higher is the probability of an employee being committed to his organisation.

Conclusion

The present study concludes that independent variables viz., sex, age, educational qualifications, marital status and salary have no significant relationship with job satisfaction. In other words, job satisfaction among the respondents is not affected by any of the demographic variables. A positive and significant relationship exists between gender of the respondents and organisational commitment. In other words, male respondents are more committed to their current organisation as compared to their female counterparts. It may be concluded that, higher the level of job satisfaction, higher is the probability of an employee being committed to his organisation.

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