

Job Satisfaction of Room Service Personnel in Star Hotels

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Abstract

Employee job satisfaction is associated with how people perceive, think, and feel their jobs (Spector, 1997). The present study aims at finding the level of job satisfaction of room service personnel working in star category hotels in Tamilnadu. The researchers had employed descriptive method using survey as a technique in this present investigation. Job Satisfaction Scale developed and validated by B. Lenin Selvanayagam and M.Thiagarajan (2017) was used to collect data from 100 room service personnel. The result revealed that higher the star category, higher the job satisfaction among the room service personnel. The level of job satisfaction of the 3 and 4 star hotel personnel is comparatively low. The research also concluded that the room service personnel are not satisfied with compensation and benefits and company policies. They have better attitude and satisfaction with regard to human relationship. The room service personnel are highly dissatisfied with training and development and opportunity for promotion. They are satisfied with their nature of work and the recognition they receive at their work place.

Keywords: : Job Satisfaction, Room Service Personnel, Star Hotels.

INTRODUCTION

Employees are primarily responsible for providing a sustainable competitive advantage for the hotels. In the hotel industry employees experience many problems which force them to leave their jobs. Employees in hotels play a significant role because they are important to the development of the hotel. Therefore, success in the hotels depends on managing and retaining employees. The most important source for the success of the hotel business is their valuable employees. The efficient and effective performance of an employee is the building block for the success of hotel business. In Today's world of competitive development, the hotel industry should try to increase the job satisfaction among the employees by motivating them and at the same time they should aim in developing their business (Aksu, 2000)

Hotels that provide higher salaries, strong reputation, and benefit-in-kind can easily retain their employees because the employees become satisfied with their job. Job satisfaction among the employees arises among one who enjoys the position and feel rewarded for the successful efforts. Job satisfaction is a factor that motivates employees, helps in employee goal achievement, and boosts employee morale in the workplace (Kiruthiga. V. & R. Magesh, 2015). Herzberg et al. (1959) developed motivational model for job satisfaction and through research found that the job related factors can be divided into two categories, Hygiene factors and motivation factors. Hygiene factors can not cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation, whereas motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction. In the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase.

REVIEW OF LITERATURE

Job satisfaction is enjoyable emotional state ensuing from appraisal of one's job and job experience (Locke, 1976). Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs.

According to Lai Wan (2007) satisfaction is an essential aim for any organization to reach. When the satisfaction level of employees increases, then this will results in more returns to the organization. The dissatisfaction of the employees has adverse effects on efficiency and effectiveness of the organization. So studying job satisfaction is one of the most significant areas of organizations setup. As pointed out by Dawson et al. (2011), companies are aware of the importance of satisfaction in hotel workers. In fact, employee job satisfaction is directly linked with customer

satisfaction. Higher customer satisfaction could be generated by increasing job satisfaction among service personnel (Rogers, Clow, & Kash, 1994).

Job satisfaction in the hotel industry may result in an increase in many forms of positive employee behaviour, commitment to providing the guest with good service, cooperation with other employees, and a commitment to the organization. These activities and beliefs contribute to the hotel's ability to deliver a high level of service that encourages customer loyalty. An increase in employee satisfaction may motivate workers to be more engaged and, as a result, to take actions that result in increased guest satisfaction and profitability which is important for success of sustainability and organizational changes in the hospitality industry (M. Nedeljkovic, O.Hadzic, S.Cerovic, 2012)

Study has shown that hygiene factors are the most relevant when defining the job satisfaction levels in the hospitality industry due to lower expectations of the employees in this sector (Mullins, 1998). The motivational factors from the theory introduced by Herzberg et al. (1959, cited by Al-Ababneh & Lockwood, 2010), namely recognition, advancement, achievement, autonomy, work itself and responsibility, were found to have significantly less impact on job satisfaction in the tourism industry.

NEED FOR THE STUDY

The study is an original study as being applied on the hospitality industry. This sector has been selected for several reasons. This industry has great significance in the Indian economy as well as in the global economy. According to Economic Survey of India and Technopak, the Indian hotel industry accounts for USD 19 billion, 71.50% (USD 11.95 billion) of which take their origin from the unorganized sector and the remaining 29.7% (USD 5.67 billion) from the organized sector. Hospitality industry needs the personnel who enjoy their work, innovate the way of doing their work and committed to their job. They are the employees who decide the profit or loss of the company. Because they are the one who have direct contact with the customers. Customers get to know about the company and its quality through these personnel only.

Several studies have highlighted the consequences of job satisfaction among employees in different sectors. Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of

employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg et al., 1959).

How employees feel about their job has an impact on their work experience, but also on tangible business outcomes such as customer satisfaction, sales, and profit. Employees can strongly contribute to an organization's success by having a customer-centric approach in their work and in their work-related interactions. So it's highly important to develop job satisfaction among the employees of any concern especially in hospitality industry.

OBJECTIVES OF THE STUDY

- To find out the level of attitude of room service personnel towards hygiene factors
- To find out the level of attitude of room service personnel towards Motivation factors
- To find out the level of overall job satisfaction of room service personnel in Star Hotels in Tamilnadu.

METHODOLOGY

Descriptive method using survey as a technique had been employed to solve the present problem. The data was collected from 100 room service personnel working in the star category hotels in Tamilnadu, India. The sample was drawn using simple random sampling technique. A questionnaire was designed based on Herzberg's two factor theory, focus on the hygiene factors and motivators which result in satisfaction among the employees. The tool consisted of 32 statements measuring job satisfaction under four dimensions for Hygiene Factors and four dimensions for Motivation Factors. A survey was also done on the overall satisfaction of the room service personnel in star hotels in Tamilnadu.

ANALYSIS**Table No 1:** Attitude towards Hygiene Factors

SN	Components	H S %	S %	N %	DS %	HDS %	TOTAL %
1	Compensation and benefits	06	21	24	23	26	100
2	Attitude towards supervisor	14	23	36	15	12	100
3	Company Policies	9	18	32	21	20	100
4	Relations with Co-workers	19	27	29	11	14	100

HS-Highly Satisfied, S-Satisfied, N-Neutral, DS-Dissatisfied, HDS-Highly Dissatisfied

It is inferred from table No 1 that 6% of the room service personnel are highly satisfied, 21% are satisfied, 24% are neutral, 24% are dissatisfied and 26% are highly dissatisfied with the compensation and benefits given to them. With regard to attitude towards supervisors 14%, 23%, 36% 15% and 12% are highly satisfied, satisfied, neutral, dissatisfied and highly dissatisfied respectively. Among the room service personnel 9% are highly satisfied, 18% are satisfied, 32% are neutral, 21% are dissatisfied and 20% are highly dissatisfied with regard to company policies. The room service personnel reported that 19% are highly satisfied, 27% are satisfied, 29% are neutral, 11% are dissatisfied and 14% are highly dissatisfied.

From the table it is clear that the room service personnel are not satisfied with compensation and benefits and company policies. They have better attitude and satisfaction with regard to human relationship.

Table No 2: Attitude towards Motivation Factors

SN	Components	H S %	S %	N %	DS %	HDS %	TOTAL %
1	Opportunities for Promotion	04	12	38	19	27	100
2	Recognition	11	20	33	15	21	100
3	Nature of work	15	21	32	12	20	100
4	Training and Development	03	10	24	27	36	100

HS-Highly Satisfied, S-Satisfied, N-Neutral, DS-Dissatisfied, HDS-Highly Dissatisfied

From the table No 2 it is inferred that among the room service personnel 4% are highly satisfied, 12% are satisfied, 38% are neutral, 19% are dissatisfied and 27% are highly dissatisfied with opportunity for promotion in their concerns. Among the room service personnel 11% are highly satisfied, 20% are satisfied, 33% are neutral, 15% are dissatisfied and 21% are highly dissatisfied with recognition they receive in their hotels. With regard to nature of work 15% are highly satisfied, 21% are satisfied, 32% are neutral, 12% are dissatisfied and 20% are highly dissatisfied. Among the room service personnel 3% are highly satisfied, 10% are satisfied, 24% are neutral, 27% are dissatisfied and 36% are highly dissatisfied with training and development.

From the table 2 it is interpreted that the room service personnel are highly dissatisfied with training and development and opportunity for promotion. They are satisfied with their nature of work and the recognition they receive in their work place.

Table No 3: Overall job satisfaction of room service personnel in star hotels in Tamilnadu

Level of Job Satisfaction	Frequency	Percentage
Low	58	58
Moderate	30	30
High	12	12
Total	100	100

The table 3 gives evidence that majority of the room service personnel (58%) have low level of job satisfaction. 30% of them report to have moderate satisfaction and 12% have high job satisfaction.

Table No 4: Overall job satisfaction of room service personnel in star hotels in Tamilnadu

Level of Job Satisfaction	3 Star Hotels	4 Star Hotels	5 Star Hotels	7 Star Hotels
Low	39%	38%	35%	24%
Moderate	35%	31%	17%	29%
High	26%	31%	48%	47%
Total Frequency	31	29	23	17

The table no 4 revealed that 39% of 3 star hotel, 38% of 4 star, 35% of 5 star hotel and 24% of 7 star hotel room service personnel are reported to have low job satisfaction. Among the room service personnel 35%, 31%, 17% and 29% of 3 star, 4 star, 5 star and 7 star hotels personnel reported to have moderate job satisfaction. 26% of 3 star hotels, 31% of 4 star hotels, 48% of 5 star hotels and 47% of 7 star hotels room service personnel registered to have high job satisfaction. The analysis revealed

that higher the star category higher the job satisfaction among the room service personnel. The level of job satisfaction of the 3 and 4 star hotel personnel is comparatively low.

CONCLUSION

The room service personnel are not satisfied with the pay and benefits given to them and the company policies. But the human relationship that they enjoy with their supervisors and co-workers are the contributing factors for job satisfaction. Working group serves for a single worker is a source of support, comfort, advice and enjoyment from the very job. A “good” working group fosters a gaining of a greater joy and pleasure from job. On another hand, when the opposite situation is observed, when it is hard to get along with the people, the given factor imposes negative impact on job satisfaction. The opportunity for promotion and the training and development are insufficient for they do not provide any motivation to feel satisfied. The 5 star and 7 star hotels provide high pay scale and the companies give importance to the welfare of their worker. So the personnel in these hotels reported to have high satisfaction. The 3 and 4 star hotels should try to improve the working condition, pay and promotional opportunities to enhance the job satisfaction of the employees.

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