



## UPLIFTING EMPLOYEES THROUGH JOB BASED DETERMINANTS

Kiruthiga.V<sup>1</sup> & Magesh.R<sup>2</sup>

<sup>1</sup>Department of Management studies, Anna University, Chennai, India

<sup>2</sup>Department of Management studies, Anna University, Chennai, India

### Abstract

The study aims in identifying the key determinants that result in satisfaction among the employees of star category hotels. A total of 500 employees were surveyed regarding their agreement level with the identified determinants of job. Percentage analysis was performed to identify the key job determinants. The results reveal that the hotel management should treat employees with professional ethics and utilise the skills and abilities of their employees to the fullest.

**Key words:** Job determinants, professional ethics, skills and abilities

### 1. Introduction

Managing the ever increasing customer expectations and their need is the key to survival and growth of today's business world. When we consider the people-centric nature of the service industry, particularly the hotel industry, managing the motivation of hotel employees and retaining them is a challenge. Customers have different needs and aspirations, so they have to be served differently. The employees of star hotels play a pivotal role in establishing relationship with customers. Hotel industry is one of the fastest growing industries in terms of capital invested, foreign exchange earnings and providing jobs is tourism and hospitality industry. As the employment-investment ratio is higher in the service industry than any other industry, it is referred as highly labour intense.

The industry plays a significant role in the development of Indian economy. It helps in the preservation of social and cultural lives of the people. Over 382 million domestic tourists visiting different parts of the country every year return with a better understanding of the people living in different regions of the country. A better appreciation is provided for the cultural diversity of India. Thus, hotel industry has been recognized as an important instrument for sustainable human development.

Investment required to create one job in manufacturing sector is around Rupees.79,000 where as in hospitality industry it is only Rupees 11,200. At present about 20 million persons are directly or indirectly employed in tourism related industry and this figure is likely to increase to 40 million by 2020. It amply proves the job potential of hospitality industry in India.

Travel and tourism directly creates employment opportunities in hotels, restaurants, airlines, travel agencies and passenger ships. The Ministry of Tourism report states that an investment of Rupees one million in the hotel and restaurant sector may create 89 jobs as against 44 jobs in agriculture sector and 12.5 jobs in the manufacturing sector

The hotel industry offers a wide range of career options to its employees ranging from cooking to hosting. To have a successful career in this industry, employees should possess certain qualities that will determine the work they do. The image of hotel job is negative because it offers low-skilled and low-paying jobs, combined with long working hours (Roney & Oztin, 2007). Many employees express a lack of meaningfulness in their work because the industry has not created meaningful and emotionally satisfying work environment for employees.

The current study aims in identifying the key determinants that motivate employees to stay in their jobs and work with belongingness towards the hotels. The hotel management can take these determinants into account in order to build an ever booming work force and increase the satisfaction levels and the retention rate of the employees.

### 2. Literature Review

Turner and Lawrence (1965), found that employers should build into employees' jobs certain characteristics that create satisfying conditions. Satisfaction levels of individuals with certain aspects of their work context may affect their willingness to respond positively to enriched work. Those who are relatively satisfied with the job security, pay, co-worker relations, and supervision tend to respond more positively to jobs rating high on the job characteristics, thus having a higher level of context satisfaction. These four aspects of work context combine to form the context satisfaction constructs (Hackman & Oldham, 1980).

The study conducted by Lundh (1999) showed that nearly 55 percentage of the employees have a feeling that leadership within the organization is not democratic but mostly autocratic and the employees have no chance in influencing the decision of managers rather they have to listen to what the management commands them. This reduces the chance of the employees to stay longer in the organisation. The working environment also plays a major role in determining the employee intention to stay.

The most essential competencies required by the hotel managers in the divisions of F&B, front desk, and sales in Spain were studied by Kay and Russette (2000). The study measured five core competencies. The measurement included competency domains such as leadership, technical skills, interpersonal skills, conceptual-creative skills and administrative skills. The result of this study reported that the essential skills required by the managers were leadership skills, technical skills, interpersonal skills, administrative skills, and conceptual-creative skills in order of importance.

The research study of M. D. Lee, MacDermid, and Buck (2002) revealed that when the workload of the employees is reduced, that will strongly result in the enhancement of the employee's wellbeing leading to a decrease in the stress and fatigue level. This in turn resulted in the improvement of satisfaction level among the employees, increased the involvement level of the employees in their work and improved their relationships with the co-workers, superiors and peers.

When an employee is dissatisfied with the decision taken by the management, then the employee will undergo organisational stress which will affect the productivity of the organisation. The research study of (Tyson et al., 2002) concludes that management support plays a significant role in motivating the employees.

Today the demands of workers have been increased very much as ever before. It is in terms of every aspect, not only salaries and perks but also work experience and cultural context in which it occurs. Providing a prolific, flexible and dynamic work environment can be a critical asset in attracting and retaining valuable employees. In order to develop an effective retention plan for today's employment market, it is vital to realize the varying needs and expectation. If the retention strategies are not properly embedded in the business processes, the all effort since recruitment will ultimately proves futile (Earle, 2003).

### 3. Research Methodology

The study was conducted among 500 employees of star category hotels across India. A total of 13 items based on employee loyalty obtained through literature were surveyed using a five point likert scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree). The data was the analysed using percentage analysis and the results were tabulated.

### 4. Data Analysis and Interpretation

**Table 1 Percentage analysis of Job based determinants**

S.No.	Job Based Determinants	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1.	Job fit	89 (17.80)	104 (20.80)	32 (6.40)	171 (34.20)	104 (20.80)	500 (100.00)
2.	Functional efficiency is recognised	62 (12.40)	75 (15.00)	64 (12.80)	175 (35.00)	124 (24.80)	500 (100.00)
3.	Pay policy and service benefits	82 (16.40)	75 (15.00)	40 (8.00)	169 (33.80)	134 (26.80)	500 (100.00)
4.	Promotion is based on experience	124 (20.80)	213 (42.60)	48 (9.60)	30 (6.00)	85 (17.00)	500 (100.00)
5.	Variety of responsibilities	132 (26.40)	154 (30.80)	57 (11.40)	66 (13.20)	91 (18.20)	500 (100.00)
6.	Challenging tasks	67 (13.50)	78 (15.60)	41 (8.20)	189 (37.80)	125 (25.00)	500 (100.00)
7.	Distinct position and responsibilities	97 (19.40)	57 (11.40)	55 (11.00)	266 (53.20)	25 (5.00)	500 (100.00)
8.	Immense opportunities for learning and growth	95 (19.00)	73 (14.60)	30 (6.00)	169 (33.80)	133 (26.60)	500 (100.00)
9.	Job attractiveness	97 (19.40)	62 (12.40)	55 (11.00)	185 (37.00)	101 (20.20)	500 (100.00)
10.	Autonomy and self-decision capacity	76 (15.20)	75 (15.00)	32 (6.40)	221 (44.20)	96 (19.20)	500 (100.00)
11.	Hard skills and soft skills	46 (9.20)	67 (13.40)	80 (16.00)	174 (34.80)	133 (26.60)	500 (100.00)
12.	Demand of Experience, skills and abilities	71 (14.20)	74 (14.80)	53 (10.60)	177 (35.40)	125 (25.00)	500 (100.00)
13.	Professional ethics	47 (9.40)	72 (14.40)	84 (16.80)	168 (33.60)	129 (25.80)	500 (100.00)

It can be inferred that 34.20 per cent of the star category hotel employees disagree and 20.80 per cent of the employees strongly disagree regarding their fit into the work and position they are currently working. While 6.40 per cent of the employees are neutral in their level of agreement, 20.80 per cent of the employees agree and 17.80 per cent of the employees strongly agree that they fit into the current work and position.

It can be inferred from the results that out of 500 employees, 35 per cent of the star category hotel employees disagree and 24.80 per cent of the employees strongly disagree to the recognition of their functional efficiency by the star hotels. While 12.80 per cent of the star category hotel employees neither agree nor disagree to the recognition, 15 per cent of the employees agree and 12.40 per cent of the hotel employees strongly agree that their functional efficiency is well recognised by the star category hotels.

It can be inferred that out of 500 star category hotel employees, 33.80 per cent of the star category hotel employees disagree and 26.80 per cent of the employees strongly disagree regarding the satisfaction with the hotel's pay policy and service benefits. 8 per cent of the employees are neither satisfied nor dissatisfied with the policy, 15 per cent of the star category hotel employees agree and 16.40 per cent of the employees strongly agree to the satisfaction of the hotel's pay policy and service benefits.

It is inferred from the results that 42.60 per cent of the employees agree and 20.80 per cent of the star category hotel employees strongly agree that promotion is based on experience rather than performance. While 9.60 per cent of the employees are neutral regarding this, 42.60 per cent disagree and 20.80 per cent of the star category hotel employees strongly disagree that promotion is based on experience rather than performance.

The results indicate that out of 500 star category hotel employees 30.80 per cent of the employees agree and 26.40 per cent of the employees strongly agree that their work is really hard as they are provided with lots of responsibilities. 11.40 per cent of the star category hotel employees are neutral in their views relating to the responsibilities, 13.20 per cent of the star category hotel employees disagree and 18.20 per cent of the employees strongly disagree that their work is really hard and they are provided with lots of responsibilities.

Regarding the gaining of experience through challenging tasks leading to a clear career path, the results indicate that 37.80 per cent of the employees disagree, 25 per cent of the employees strongly disagree and 8.20 per cent of the star category hotel employees are neutral. While 15.60 per cent of the star category hotel employees agree and 13.50 per cent of hotel employees strongly agree that they gain experience through challenging tasks which leads to a clear career path.

It indicates that 53.20 per cent of the star category hotel employees disagree and 5 per cent of the employees strongly disagree that the work position and responsibilities are distinctive in the hotel they are working and it is not common as other hotels. 11 per cent of the employees are neutral to the distinctiveness, while 13.40 per cent of the employees agree and 9.20 per cent of the star category hotel employees strongly agree that their work position and responsibilities are distinctive in their hotel compared to other hotels.

The results indicate that out of 500 star category hotel employees 33.80 per cent of the employees disagree and 26.60 per cent of the employees strongly disagree to the immense learning and growth opportunities provided by the hotels. While 14.60 per cent of the employees agree, 19 per cent of the hotel employees strongly agree that their hotel provides immense learning and growth opportunities, 6 per cent of the employees are neutral with their decisions.

The results indicate that out of 500 star category hotel employees, 37 per cent of the employees disagree and 20.20 per cent of the star category hotel employees strongly disagree to the fact that the work is attractive by its name and suits with the educational qualification. While 11 per cent of the employees are neutral towards the attractiveness of the name and 12.40 per cent of the star category hotel employees agree and 19.40 per cent of the hotel employees strongly agree to the fact that work name is attractive and it suits their educational qualification.

It is indicated that 44.20 per cent of the employees disagree, 19.20 per cent of the star category hotel employees strongly disagree that their hotel entertains autonomy and self- decision making in their work and 6.40 per cent of the employees are neutral in their decision. 15.20 per cent of the star category hotel employees strongly agree and 15 per cent of the star category hotel employees agree that the hotel entertains autonomy and self- decision making in their work.

The results indicate that 34.80 per cent of the star category hotel employees disagree and 26.60 per cent strongly disagree to the fact that their work requires intensive hard skills and soft skills. 13.40 per cent of the star category hotel employees agree that their work requires intensive hard skills and soft skills and 25.20 per cent of the employees neither agree nor disagree.

It can be inferred that out of 500 star category hotel employees, 35.40 per cent disagree and 25 per cent of the star category hotel employees strongly disagree to the fact that their experience, skills and abilities are of high demand in the hotel industry. 10.60 per cent of the employees are neutral regarding the demand. While 14.80 per cent of the employees agree and 14.20 per cent of the star category hotel employees strongly agree that the experience, skills and abilities of the star category hotel employees are in high demand in the star category hotels.

Regarding the management acting consistently with professional ethics to the employees in star category hotels, the results indicate that 33.60 per cent of the employees disagree and 25.80 per cent of the employees strongly disagree. 16.80 per cent of the employees are neutral in their agreement with respect to the management acting consistently with professional ethics to the employees in star category hotels. 14.40 per cent of star category hotel employees agree and 9.40 per cent of the employees strongly agree that the management acts in an ethical manner.

## 5. Suggestions and Conclusion

For a successful career in the hotel industry, the employees must be committed in order to ensure customer satisfaction. Employees should be always ready to do anything that helps in keeping the customers happy and also create repeat business. Employees who have a very good communication skill are the most successful people in the hotel business. Oral and written communication acts as a boon in this industry. The employees should be well versed with the technological systems used within the industry. It will help them to survive in any Country. Employees should be enthusiastic with the work they do. They should do the work with utmost interest with high energy levels. This will help in the business prosperity. As the hotel business is customer oriented, the employees must possess a extraordinary

interpersonal skills. Leadership skills are very important for the employees in the hotel industry. A successful employee is whom who possess a very good leadership and commanding nature.

The hotel industry is a multitasking industry as it involves variety of tasks. As the employees should perform the tasks effectively and efficiently they should perform each and every task in an organised manner. In order to become successful in the hotel industry the employees should be familiar with rules and regulation relating to the safety and hygiene of the industry. There should be a proper co-ordination among the employees of the hotel. Since in most situations employees work in a team, they should possess team spirit and a desirable quality of adjustment to succeed in their work. The satisfaction levels of employees with these determinants result in increasing the rate of employee retention. Opportunities should be provided by the hotels to the employees to develop and expand their knowledge, skills and experience; otherwise it will result in employees leaving their jobs. Autonomy should be provided to the employees for taking decision related to their work.

This will help in creating belongingness feeling and attachment towards the hotel. This will motivate employees to stay in the hotel for a longer period with a sense of satisfaction. 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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