

# “A COMPARATIVE ANALYSIS OF JOB SATISFACTION AND MOTIVATIONAL FACTORS IN A HOTEL”

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## Abstract:

This research paper aims to study the motivational program procedure in hotel is found effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. It concluded that employees of star facility hotel enjoy both the intrinsic and monetary motivational factors which encourage job satisfaction and lead job performance. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future.

## Introduction:

The sleepy town of Gholvad is the perfect getaway from the maddening rush of Mumbai, Bardi beach is walkable from the resort.

This is a new resort which is currently still in the process of being construction (around 100 rooms ready). The staff is also new and confused though very helpful and polite. Housekeeping needs to speeden up, The hotel has an open layout with the pool in the middle and lot of space around it.

The rooms while on the smaller side have a modern design equipped with sensors for lighting. However, the ground floor rooms look onto the hotel grounds and lack privacy.

Pfeffer (1994) emphasizes that in order to succeed in a global business environment organizations must invest in HRM sufficiently to acquire and retain employees who possess better skills and capabilities than their competitors. This investment will be their competitive advantage. Despite this recognition of the importance of employee development, the hospitality industry has historically been dominated by underdeveloped HR practices.

Lucas also points out that “the substance of HRM practices does not appear to be designed to foster constructive relations with employees or to represent a managerial approach that enables developing and drawing out the full potential of people, even though employees may be broadly satisfied with many aspects of their work”

(Lucas, 2002). In addition, or maybe as a result, high employee turnover has been a recurring problem throughout the industry. Among the many cited reasons are low compensation, inadequate benefits, poor working conditions and compromised employee morale and attitudes (Maroudas et al., 2008). These studies reveal the need to investigate these factors empirically.

## **Motivation:**

Specific citations from employees indicating that intrinsic motivation needs had been addressed:

- “Sometimes it is not only salary, it is the thought that counts.”
- “Because of the good environment, it helps me enjoy working more.”

## **JOB SATISFACTION**

Employee satisfaction is defined as how satisfied an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or the action of supervising work. Others believe it is level of how an individual is contented regarding his or her job. This feeling totally depends on individual perception of satisfaction with their job. Job satisfaction can also be influenced by an individual’s ability to complete the required task assigned to them, the level of communication in an organisation and also the method that how management manages and treats their employees.

Job satisfaction falls into two types: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or other benefit.

## **Hierarchy of needs**

Maslow’s needs hierarchy theory was one of the first theories to examine the meaning job satisfaction. This theory also suggests that human needs form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self- actualisation. Maslow’s hierarchy of needs explains that there are essential needs that are required to be met first (such as, physiological needs and safety), before more complex and wants can be met (such as, belonging and esteem).

Maslow’s needs hierarchy was developed to explain human motivation as a whole . However, it have been used to explain job satisfaction well. Within an organisation, financial compensation and healthcare are some of the advantage which can help an employee to meet their basic physiological needs. Safety needs can

manifest itself through employees feeling physically safe in their work environment, as well as job security and/ or having suitable company structures and policies. When this is satisfied, the employee's can focus on feeling as though they belong to the workplace. This can come in the form of positive relationships with subordinates, colleagues and supervisors in the workplace, and whether or not they feel they are a part of their team/ organisation. Once satisfied, the employee will seek to feel as though they are valued and appreciated by their colleagues and their organisation. The final step is where the employee seeks to self-actualise; where they need to grow and develop in order to become everything they are capable of becoming. Although it could be seen as separate, the progressions from one step to the next all contribute to the process of self-actualisation. Therefore, organisations looking to improve and satisfy employee job satisfaction should attempt to meet the basic needs of employees before progressing to meet higher-order needs. However, more recently this approach is becoming less popular as it fails to consider the cognitive process of the employee and, in general, lacks empirical supporting evidence . In addition, others have found fault with the final stage of self-actualisation. The lack of a clear definition and conceptual understanding of self-actualisation, paired with a difficulty of measuring it, makes it difficult to measure what the final goal is or when it has been achieved

### The Importance of Job Satisfaction

Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life.



## The Importance of Job Satisfaction to Employee Retention

The importance of job satisfaction to employee retention. Employee retention is one of the most difficult operational areas for human resources managers to determine exactly why employees leave the organization, and what they should do to retain them. This is of primary importance because organizations invest significant resources in training, developing, tangible and intangible compensation and taking the time to build organizational citizenship and buy-in to goals and objectives (Kazi, & Zadeh, 2011). In difficult economies and highly competitive markets, both organizations and employees want the best resources. Job dissatisfaction leads to job turnover. This dissatisfaction can be from intrinsic or extrinsic factors (PSU WC, L11, p.5). Job turnover can result from various conditions such as job satisfaction. Job satisfaction is multi-faceted, implying that one can be satisfied in one area but does not necessarily mean satisfaction in all areas; likewise, dissatisfaction in one area does not mean complete job dissatisfaction (Kazi, & Zadeh, 2011). Additionally, job turnover can also be related to work-life conflict. The work life and personal life is an individual's experience to maintain harmony (balance) between work and personal relationships. Kazi & Zadeh propose that an imbalance or dissatisfaction in work leads to dissatisfaction in personal life. This can lead to job turnover. This is precisely what Swift (2007) reported in his article about having a more fulfilled and productive workforce. For organizations to remain competitive, they need to understand and address the issues around work-life balance to maintain job satisfaction among employees. To support this idea, Bright (2008) article reports that people who are happy with life are happier employees and show better organizational citizenship, courtesy and conscientiousness.

Employee satisfaction is of utmost importance for employees to remain happy and also deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. The first benefit of employee satisfaction is that individuals hardly think of leaving their current jobs. Employee satisfaction is essential to ensure higher revenues for the organization. Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones.



### Limitations of the study

The limitations of the study are the following

- i. The data was collected through questionnaire. The responds from the respondents may not be accurate.
- ii. The sample taken for the study was only 50 and the results drawn may not be accurate.
- iii. Since the organization has strict control, it acts as another barrier for getting data.
- iv. Another difficulty was very limited time-span of the project. and during the job it was very difficult.
- v. Lack of experience of Researched.

## Literature Review:

**Bartol and Martin (1998)** consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

On the other hand, Mary (1996) explains organizational effectiveness as the extent to which an organization fulfills its objectives, by using certain resources and without placing strain on its members. The goal model defines organizational effectiveness referring to the extent to which an organization attains its objectives (Zammuto, 1982), while the system resource model defines it in terms of the bargaining power of the organization and its ability to exploit the environment when acquiring valuable resources (Yuchtman, 1987).

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al,1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingridient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fullfillment (Kaliski,2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their job as a whole. People also can have attitudes about various aspects of their jobs

such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

A study by Sharma and Jyoti (2006) titled Job Satisfaction Among School Teachers conducted on a random sample of 120 equally represented government and private school teachers in Jammu city (at primary and secondary school levels) revealed that the degree of job satisfaction secured by teachers is not high and the reason lies in insufficient pay. Unless the physical needs, which require money, are satisfied, an employee will not be tempted to achieve higher order needs.

Sinha and Singh (1995) in their study on Employees' Satisfaction and Its Organisational Predictors focused on the contents of employees' salient needs and their expectancies to satisfy them, examined the direct effect of satisfying or not satisfying nature of the job, as well the impact of the various facets of the organization. To avoid having a sectoral picture of employees' satisfaction and its predictors the study included both managers and workers drawn from a large manufacturing organization located in the Eastern part of India. The sample consisted of 248 managers and 1795 workers, which is 11 percent and 10 percent respectively of the employees' population. Relevant data was collected from the questionnaire schedule administered to the sample, which contained several parts relevant to the study such as facilities provided by the organization, facets of the organization, and indices of satisfaction.

### **Research Objective:**

- To analyze employee motivation factors and its role in enriching job satisfaction.
- To study the relationship between the employee motivation and employee's performance.

### **Research questions**

- How satisfied are you with the sort of work you are doing?
- What value do you think the community puts on your service?
- In your daily work, how free are you to make decisions and to act on them.
- How much recognition does your supervisor show for a job well done?
- How satisfied are you with the type of leadership you have been getting from your supervisor?
- To what extent do you get to participate in the supervisory decisions that affect your job.

**DATA COLLECTION PROCEDURE:**

- i. Type of Data: Primary and Secondary Data
- ii. Methods of collecting Primary Data: E-Questionnaire
- iii. Methods for filling questionnaire: Social networking sites, e-mails, personal contact & Personal Interview.

**INTRUMENTS USED:**

The instruments that we have used for the survey are:

- i. E-questionnaire
- ii. Social networking sites like FACEBOOK (FB).
- iii. E-mail sites: Gmail, Yahoo mail, Rediff mail & Hot mail
- iv. SPSS Software for analysis
- v. Fill up Forms.

**PROCEDURE:**

SPSS: It provides with a broad range of capabilities for the entire analytical process output, helps us to share results with others using a variety of reporting methods. MS Excel as well been used for the data analysis process.

SAMPLING AREA : GHOLVAD ( MAHARASHTRA )

SIZE : 100

SAMPLING UNIT : Treat Beach Resort & Spa Gholvad

### Descriptive Statistics

	Mean	Std. Deviation	N
Gender wise classification	1.54	.501	100
How satisfied are you with the sort of work you are doing	1.22	.416	100
What value do you think the community puts on your service	1.72	.570	100
In your daily work, how free are you to make decisions and to act on them	1.90	.704	100
How much recognition does your supervisor show for a job well done	2.28	.604	100
How satisfied are you with the type of leadership you have been getting from your supervisor	2.50	.674	100
To what extend do you get to participate in the supervisory decisions that affect your job	2.58	.755	100
How closely do you feel you are observed by your supervisor	2.68	.973	100
How satisfied are you with the department as it now stands	2.72	.830	100
How satisfied are you with your prestige within the organization/hotel	2.68	.886	100
How satisfied are you with your chances of being promoted to a better position	3.00	.804	100
How satisfied are you with your present salary	3.38	.940	100
How satisfied are you with your status in the organization/hotel	1.44	.538	100
Would you advise a friend to join this department	1.74	.525	100
How satisfied are you with your present Fringe Benefits	1.68	.737	100
How satisfied are you with Interests in Job	2.24	.683	100
How satisfied are you with Flexible hours	2.46	.642	100
How satisfied are you with Opportunity to meet people	2.50	.785	100
How satisfied are you with the place where you live	2.78	.836	100
How would you rate Wages/Salary that motivate you to perform your job the best	3.02	.953	100

**Model Summary<sup>b</sup>**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.638 <sup>a</sup>	.407	.266	.429	2.475

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.107	19	.532	2.889	.001 <sup>b</sup>
	Residual	14.733	80	.184		
	Total	24.840	99			

a. Dependent Variable: Job Satisfaction

**Conclusion:**

The study concludes that, the motivational program procedure in hotel is found effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. It concluded that employees of star facility hotel enjoy both the intrinsic and monitory motivational factors which encourage job satisfaction and lead job performance.

The study was conducted among 100 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization.

The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

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