

# RELATIONSHIP BETWEEN MOTIVATIONAL BEHAVIOR AND JOB SATISFACTION OF THE TOURISM SECTOR EMPLOYEES

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**Abstract :** In tourism Industry the performance of employees in any organization depends largely on their motivational behavior. Motivational behavior boosts the performance of every organization and as a result job satisfaction can be achieved. Reviews of related literature from various journals and research papers confirmed that various factors in the motivational behavior of employees had a close relation with their career orientations and job satisfaction. The present study of “Relationship between motivational behavior and job satisfaction of Tourism employees” tries to show the relationship between motivational behavior and job satisfaction of tourism employees. The population of the study consisted of 280 employees of public sector, private sector and the results show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and orientation and vice-versa. The findings of this study show that factors like Compensation Package emerged as the most important drive, whereas the Self Actualization appears to be the least important relative out of different factors that contribute to the satisfaction of employee. Motivation remains unaffected of both the length of the service as well as the age group of the employees.

**Index Terms:** Motivational Behavior; job satisfaction; Tourism Employees

Field of research: Tourism Management

## I. INTRODUCTION

Tourism became one of the most important and fastest industries in the world, it was also called “industry without chimneys”, and its economic influences are vital for many countries. Based on 2007 world tourism analysis re-ports, global tourist numbers reached 898 million in 2007 and created US 7.06 trillion economic outputs, the in-come will account for 10.4% of the world’s GDP and 231 million people will be employed by the industry. The tourism industry increasingly plays an important role in the global economic development. In several places like the Caribbean and Mauritius, it is an important sector of the economy and contributes significantly to the country’s Gross Domestic Product (GDP) as well as Foreign Exchange Earnings (FEE). In India, the tourism sector witnessed substantial growth in the year 2010, as compared to 2009. The Foreign Tourist Arrivals (FTA) in India during 2010 was 5.58 million as compared to the FTA of 5.17 million during 2009, showing a growth of 8.1%. The growth rate during 2009 over 2008 was a negative growth of 2.2%. FEE from tourism during 2010 was Rs. 64889 crores as compared to Rs.54960 crores during 2009, recording a growth rate of 18.1%. The growth rate in FEE from tourism during 2009 over 2008 was 8.3% (Annual Report 2010-11, Ministry of Tourism, Government of India).

Work plays a dominant and crucial role in our lives. It occupies most of our time than any other activity. We define ourselves only by our career or profession, it is therefore very difficult to enjoy ourselves without a profound job, and any activity which has so much importance must evoke strong positive or negative reactions from and these reactions tell how satisfied or dissatisfied one is with his/her work. One of the leading factors for improving and developing work satisfaction is the drive. The drive is known as motivation. The drive may come from both internal and external source. The individual determines this. Motivation can also be considered as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. According to Olajide (2000), it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit.

India’s tourism industry in spite of being substantial and vibrant with the country becoming a major global tourist destination, this industry today is facing many challenges like lack of proper infrastructure, professionalism in its management, etc. The design of a comprehensive tourism quality plan specially oriented to improve marketing processes aimed at customers, López-T, Munoz and Moreno (2010), is the first step to be taken by the administrators.

The creativity and innovative behavior of personnel are the main resources of enterprise innovation, however, the innovative behavior of personnel will not generate automatically, and managers should give their employees appropriate work motivations and further confirm the influence on their innovative behavior. It is hoped to offer references for management in the industry, Su-Chang Chen<sup>1</sup>, Ming-Chung Wu<sup>2</sup>, Chun-Hung Chen<sup>3</sup> (2010) . This study is to discuss what the relationship between motivational behavior and job satisfaction is? Does the factor of motivation effects job satisfaction?

This research uses the employees of private and public sector in tourism industry across Bangalore as the study target, and it is hoped to understand how motivational factors effect job satisfaction among tourism industry workers/employees.

## II. LITERATURE REVIEW

J K Nandi (2008) Koovach (1995) Abdel-halim and Ahmed A (1980) were of the opinion that it was not 'money' that motivated workers – but it was 'interesting work'. Job itself was the most important job dimension that motivated employees. Employment relationship was considered to be more important in motivation than pay.

Adam M Grant (2008), Carole L Jurkiewicz, Tom K Massey, Jr. and Roger G Brown (1998) did comparative studies on motivation in public and private organizations. The studies concluded that the motivation of public service employees could be enhanced by connecting them to their pro-social impact.

Prof. S. K. Singh (2011) & Vivek Tiwari (2011), the results their studies show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.

Tomy K. Kallarakal (2012) George A.P(2012) Kennedy Andrew Thomas(2012) show that only lifestyle anchor influence the motivational behavior of employees in the public sector; whereas security/stability and lifestyle anchors influence the employees in private sector and pure challenge and lifestyle anchors influence the employees in multinational companies.

Crites (1985) has aptly distinguished between job satisfaction and job attitudes. He observes, 'If it is some specific aspect of the job such as duties and tasks or working conditions, then the concept which is defined would be job attitudes. If it is the overall job in which the individual is presently employed, then the concept would be job satisfaction'

According to Keith Davis and John W. Newstrom (2002), Job Satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. It is an affective attitude a feeling of relative like or dislike towards something.

Toby Marshall Egan, Baiyin Yang, Kenneth R. Bartlett (2004) examined the effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. This study examined the relationship of organizational learning culture, job satisfaction, and organizational outcome variables with a sample of information technology (IT) employees in the United States. It found that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction.

According to research done by T. A. Judge and R. Ilies (2004) on Job Satisfaction, people who tend to be positive and cheerful most of the time do indeed tend to express higher job Satisfaction than ones who tend to be Down and Gloomy. They also added that Job Satisfaction depends primarily on the match between the outcomes individual value in their jobs and their perceptions about the availability of such outcomes-especially for those facets of the job that are highly valued.

W.R. Boswell, J.W. Boudreau and J. Tichy (2005) have given the concept of Honeymoon Effect and Hangover Effect in relation to Job Satisfaction. According to them, Honeymoon effect is the tendency to enjoy high level of satisfaction on new jobs that they have taken in response to dissatisfaction with their old jobs, while hangover effect is the tendency for people's level of satisfaction to drop over time from when a position is brand new to when one gains more experience with it.

## III. METHODOLOGY

This research was undertaken to study the motivational behaviour of tourism employees in relation to job satisfaction.

### 3.1 STATEMENT OF THE PROBLEM

There has been a lot of study in the area of Motivation and Job Satisfaction in an organization still tourism industrial employees concern remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies conducted at different times and in different work environment. But this industry is facing many problems like lack of adequate infrastructure, absence of qualified and trained human resource, adverse economic conditions and above all lack of motivated work force. It is also one of the important factors that determine an organisation's success. Therefore, it has become an important area of research that how to reduce turnover and absenteeism and improve performance of an organization. Moreover, it has been observed many a times that employees who are satisfied with their jobs are still not good performers. This may be because of their lack of Motivation and commitment for the organization; because of these, the problem selected by the researcher for the study was 'A study of Motivational Behaviour of Tourism Employees in relation to job satisfaction'.

### 3.2 OBJECTIVES OF THE STUDY

1. To study the relationship between motivational behaviour and job satisfaction of tourism employees.
2. To find out the effects of Age and the Experience on the Motivational Level of the Employees.
3. To investigate the relative importance of the various Job Satisfying factors

### 3.3 HYPOTHESES

1. There is no significant difference between Motivations of the high and low satisfied employees.
2. Motivation remains unaffected of the age of the employees.
3. There is no significant relationship between Motivation and the Length of Service of the employees.

### 3.4 DESIGN OF THE STUDY

In this study Motivation is referred as a dependent and Job Satisfaction as an independent variable. Mathematically relationship between Motivation and Job Satisfaction is as below:

$$M = f(JS)$$

'M' stands for Motivation and 'JS' stands for Job Satisfaction

Job satisfaction has been divided into two groups: - high and low with reference to the median of the variables scores in question. Thereafter, the mean motivational score of the highly satisfied employees has been compared with the mean motivational score of the low satisfied employees with a view to explore the impact/result of satisfaction on motivation.

### 3.5 TOOLS OF THE STUDY

Two questionnaires one for motivation and other for job satisfaction have been used. Both the Questionnaires are standard questionnaires and have passed the reliability test. Each questionnaire consists of 10 questions and all are 5-point likert scale based questions and the responder has to tick any one from the 5-point responses ranging from 1 to 5. Response 5 gets 5 marks and 1 gets 1 mark. Thus each individuals score will range from a maximum of 50 to a minimum of 10 in both the cases. We will consider 30 as a median score and any score at 30 or above will be considered as motivating and satisfying and below it as non-motivating and non-satisfying.

### 3.6 POPULATION AND SAMPLE OF THE STUDY

The population for the study was employees working in private sector, public sector and multinational companies in the tourism industry in Chandigarh, India. Only employees having a work experience of at least two years in the company were selected for the sample. The total sample size taken for analysis was 280.

### 3.7 SAMPLING TECHNIQUE

The decision on the number of sample size was carried out on the principles of judgment sampling rather than probability sampling technique. The researcher has taken adequate care to ensure representation of population from the above mentioned sectors.

TYPES OF ORGANIZATIONS	GENDER		Total
	Male	Female	
Private Undertakings	80	60	140
Public Undertakings	60	50	110
Multi National Company	20	10	30
Grand Total	160	120	280

## IV. FINDINGS

1. There is a significant difference between the Mean Motivation Scores of the high and low satisfied employees. This shows that motivation is the main drive for job satisfaction and its value does get affected with change in the value of satisfaction i.e., the value of Motivation increases with increase in the value of Job Satisfaction.
2. There is a strong positive correlation ( $r = 0.822134$ ) between the Motivation and Job Satisfaction, therefore the functional relationship between both implies that the value of Motivation increases with increase in the value of Job Satisfaction.
3. The length of service of the employees and the age bar do not bear any impact on the motivational level of the employees.
4. From the result, number one and most important factor affecting the satisfaction level of employees came out to be compensation package which got the maximum weightage from the responses (210/280) indicated from the questionnaire which was circulated among organizations.
5. As from the result, the least important factor affecting the satisfaction level of employees came out to be self-actualization which got the minimum weightage (90/280) indicated from the responses.

Sequence of factors according to their importance, directly taken from the questionnaire responses of the respondents:

- Compensation package
- Responsibility
- Empowerment
- Achievement
- Learning opportunities
- Recognition
- Growth opportunities in career
- Challenging assignments/ work
- Job enrichment
- Self-actualization

## V. CONCLUSIONS & SUGGESTIONS

The role of tourism in day today life is no doubt one of the fastest and most important and is proven to be boosting National economy of a country bot developing and developed countries. Therefore tourism related organizations plays very crucial role. In spite of the fact that these organizations do generate sufficient Foreign Exchange Earnings and create employment opportunities for various categories of people, the importance that they deserve has yet not been attributed by the governments and other allied sectors. To improve or enhance the motivational factors of tourism employees in order to make them satisfied in their jobs an organization should focus its efforts more on designing better Compensation Packages, delegation of responsibility to workers, and Empowerment of employees. From this study it also has been observed that the level of Motivation among workers who are above the age of 45 years is reasonably very low, though the reasons for the low satisfaction is still unknown, organization should focus its attention towards this problem and must find out the reasons and do the needful. The same trend can also be seen in the employees having experience of more than 20 years. Thus it makes it more imperative for the organization to focus on it and come out with some solutions as these employees are the backbone of the organization. Future research can extend the present study in several directions. One direction would be to replicate the same questionnaire in different area and compares with this study.

## VI. LIMITATIONS OF THE STUDY

1. Sample size is limited.

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