

# THE STUDY OF EMPLOYEE SATISFACTION IN TRAVEL TRADE BUSINESS IN CHANDIGARH

**Pankaj Kumar Tyagi**

Associate Professor, UITHM, Chandigarh University, Mohali, Punjab, India

**Shiv Kumar Gupta**

Professor, CMTHS, H.N.B. Garhwal University (A Central University), Uttarakhand, India.

## Abstract

The study was conducted to examine the level of employee Satisfaction in Travel Business in Chandigarh. The data was collected from the employee of the travel trade business. The mix of the statistical test was used to understand the relationship between various variables of employee satisfaction in travel trade such as efficiency, workplace and security, communication and management policies. The study found that there is a significant relationship between Total Experience and Overall Satisfaction of the Employee, significant Relationship between Gender of the Respondent and Overall Satisfaction of the Employee, and significant Relationship between Position/Designation and Overall Satisfaction of the Employee.

**Keywords:** Employee, Travel Trade, Business, Relationship, Chandigarh.

## Introduction

Employee satisfaction is one the major challenge and issue in the travel trade business.

Though it is very important to study the relationship between various aspects of employee satisfaction at various levels in the organization in time to time basis. Some of the major practices in international HRM are as follows:

1. Planning is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfil these requirements.
2. Recruitment and Selection is the process of sourcing, screening, shortlisting and selecting the right candidates for filling the required vacant positions.
3. Training is the action of teaching a person a particular skill or type of behaviour.
4. Compensation is the results or rewards that the employees receive in return for their work or services.

Many authors have their different approaches towards defining job satisfaction such as Davis et al. (1985) Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. 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 workplace. Kaliski (2007) Job satisfaction is a worker's sense of achievement and success on the job. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment. Statt (2004) Job satisfaction can be defined also as the extent to a worker is content with the rewards of their job. Armstrong (2006) said that The term job satisfaction refers to the attitudes and feelings people have about their work. George et al., (2008) said that the Job satisfaction is the collection of feeling and beliefs that people have about their current job.

## Review of literature

Perić (2018) examine the impact of employee satisfaction on tourist satisfaction with the services of spa tourism in the Republic of Serbia. Employee satisfaction has a positive impact on the quality of the service, which directly affects the tourist satisfaction with the quality of the services provided. They found that there is a correlation between the employee satisfaction and the tourist satisfaction with the quality of service in Lukovska Spa and have a positive impact of employee satisfaction on the tourist satisfaction with the quality of services.

Vijayakumar and Vivek (2018) studied the job satisfaction of employees in the hospitality industry. They explore the factors that impact the level of satisfaction in the hotel business, for example, career improvement, remuneration and rewards, employer stability and working environment which confirm that employee satisfaction at work is dependable to these factors. They suggest that the organization needs to attain its concentration more on career development, compensation and rewards, job stability and working environment condition to enhance

the fulfilment level of representatives in the lodging business and portrays the vital part of employees in the organization profitability and operation.

**Misoc (2018)** they discussed and elaborate a model that could be easily implemented in travel agencies, to increase the employees' work satisfaction and performances, by implementing some strategic directions which focus on actions that will be implemented by the manager, actions related with the reward and compensation system, and actions linked to the image of the company on the market. They bring new elements which are interested in increasing the performances of travel agencies through its employees. The model shows how a travel agency could improve its performance by implementing some strategies of increasing the employees' job satisfaction.

**Ažić (2017)** study the impact of hotel employee satisfaction on hospitality and examine the factors related to employee satisfaction and hospitality to understand positive behaviour in organizations. structural equation modelling (SEM) is applied to test the structural connection between employee and their performance. They found the importance of satisfaction with management relations and co-worker relations and their joint influence on overall job satisfaction and hospitality and also suggested that the relation of hotel managers with frontline employees leads to increase productivity.

**Bakotić (2016)** explores the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. They found that there is a clear link between employees' job satisfaction and organisational performance in both directions,

**Solanki and Jodhana (2016)** assess job satisfaction among professionals of travel agencies and tour operators in Bangalore. They examine the evils of satisfaction or dissatisfaction among the employees working in travel agencies and tour operating companies in Bangalore. The study also examines the purpose of understanding the level of job satisfaction among the employees, the factors contributing to the same, performance and personal growth and development, so that improvement may be effected as and when necessary. They found that employees are generally dissatisfied with their salaries and growth opportunities. The satisfying factors of their job are challenging nature of work and the employees' relationship with their co-workers and superiors. They suggest that organizations keep their employees happy, motivated and provide a conducive work environment to enhance their job satisfaction.

**Raziq and Maulabakhsh (2015)**, analyse the impact of working environment on employee job satisfaction to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The main challenge for a business is to satisfy its employees to cope up with changing environment and to achieve success to remain in the competition. They found that businesses need to realize the importance of a good working environment for maximizing the level of job satisfaction

**Gajić el al (2014)** study the current issues in the tourism sector related to satisfaction of the staff to determine the current state and extent of employee satisfaction in certain key segments of business success. They found that the staff is partially satisfied with travel agencies.

**Rumman (2011)** studied the professional conditions of travel and tourism companies staff in Amman and the problem faced by them in doing their desired service and patterns of discrimination which consequently effects their professional performance. The study also helps in knowing and understanding the relationship between motivation and incentives to satisfy the staffs of travel and tourism companies motives in Amman. They found that there is no statistically significant relationship between employees demographic factors and their working environment and there is a statistically significant relationship between the nature of the work of the employee and job satisfaction in travel and tourism companies in Amman

### **Objectives Of The Study**

The main objective of this study is to examine Factors Responsible for Efficiency and Satisfaction Satisfaction Level of Employees in Travel Business in Chandigarh

### **Research Methodology**

A deductive approach was used for research and Data was collected from primary source with the help of a structured questionnaire. A sample size of 100 employees of travel agencies and Tour operators were selected in Chandigarh to collect the data. 5 point Likert scale. The scale was ranging from 1 to 5 where 1 stand for strongly disagree .....and 5 for strongly agree. Factors Responsible for Efficiency and Satisfaction Level of Employees in Travel Business in Chandigarh has been analyzed on given parameters.

## Results and Discussion

### 1. Factors Responsible for Efficiency and Satisfaction Level of Employees

Table 1 shows the factors responsible for improving the efficiency and satisfaction level of employees. The responses have been analyzed using the mean score of each statement. The mean scores(3.08), (3.12), (3.12), (3.09) and (3.32) for the statements 'Transparency in management policies', 'Realistic targets', 'Job assurance', 'Change in company's infrastructure', and 'Appropriate training methods' respectively suggest that most of the employees were neutral about the statement. Similarly, for the statements 'Increase in salary/benefits' and 'Recognition by management', the mean scores are more than 3.5 indicate that most of the employees are agreed to this statement.

**Table 1**  
**Factors Responsible for Efficiency and Satisfaction Level of Employees**

Description	N	Min.	Max.	Mean	Std. Deviation
Transparency in Management Policies	100	1.00	5.00	3.0800	1.16930
Realistic Targets	100	1.00	5.00	3.1200	.97732
Job Assurance	100	1.00	5.00	3.1200	.99778
Change in Company's Infrastructure	100	1.00	5.00	3.0909	1.10740
Appropriate Training Methods	100	1.00	5.00	3.3200	1.16237
Increase in Salary/ Benefits	100	1.00	5.00	3.7200	1.05486
Recognition by Management	100	1.00	5.00	3.6500	1.25025

### 2. Satisfaction about Work Place and Security

Table 2 shows the satisfaction level of the employees about various aspects of workplace and security in travel trade organizations of Chandigarh. In response to the satisfaction level about comfortable working conditions, 87% of the total respondents were satisfied (53% highly satisfied and 34% satisfied) followed by 7% neither satisfied nor dissatisfied and a merely 6% were dissatisfied (4% highly dissatisfied and 2% dissatisfied). In case of the employees' satisfaction about suitable working hours again a majority of the respondents (92%) were satisfied (55% highly satisfied and 37% satisfied) while only 3% and 5% were neither satisfied nor dissatisfied and dissatisfied respectively. 78% of the respondents were satisfied (29% highly satisfied and 49% satisfied), 18% were neither satisfied nor dissatisfied and just 4% dissatisfied about the safety at the workplace. In response to the provision of a system for reporting and controlling harassment/bullying, 50% of the total respondents were neither satisfied nor dissatisfied followed by 36% satisfied (5% highly satisfied and 31% satisfied) and 14% dissatisfied (2% highly dissatisfied and 12% dissatisfied). In response to the statement targets set are realistic and achievable, 42% respondents were satisfied (24% highly satisfied and 18% satisfied) followed by 33% neither satisfied nor dissatisfied and 25% dissatisfied (9% highly dissatisfied and 16% dissatisfied).

**Table 2**  
**Satisfaction about Work Place and Security**

Factors	Highly Dissatisfied	Dissatisfied	Neither	Satisfied	Highly Satisfied

Comfortable Working Conditions	4	2	7	34	53
Suitable Working Hours	1	4	3	37	55
Safety	1	3	18	49	29
System for Reporting and Controlling Harassment/Bullying	2	12	50	31	5
Targets Set are Realistic and Achievable	9	16	33	18	24

### 3. Satisfaction About Communication and Management Policy

Table 3 shows the satisfaction of the employees working in travel trade organizations of Chandigarh about the Communication and Management Policies followed by these organizations. The table reveals that 45% of the total respondents were satisfied (13% highly satisfied and 32% satisfied) followed by 32% neither satisfied nor dissatisfied and 23% dissatisfied (5% highly dissatisfied and 18% dissatisfied) about the fulfilment of commitments on company's end. In case of the effective two-way communication majority of the respondents (79%) were satisfied (15% highly satisfied and 64% satisfied) followed by 15% neither satisfied nor dissatisfied and just 6% were dissatisfied (1% highly dissatisfied and 5% dissatisfied). Similarly, in case of the freedom to express opinions in the organization, 82% of the all respondents were satisfied (38% highly satisfied and 44% satisfied) followed by 13% neither satisfied nor dissatisfied and a merely 5% were dissatisfied about it. In case of the provision of Equal opportunity policy for the employees of trade organizations of Chandigarh, 85% of the respondents were satisfied (46% highly satisfied and 39% satisfied), 9% were dissatisfied (1% highly dissatisfied and 8% dissatisfied) and the rest were neither satisfied nor dissatisfied. In response to the satisfaction level about the promotion and appraisal policy followed by travel trade organizations 36% of the respondents were neither satisfied nor dissatisfied, 33% were dissatisfied (6% highly dissatisfied and 27% dissatisfied) and 31% were satisfied (7% highly satisfied and 24% satisfied).

**Table 3**  
**Satisfaction About Communication and Management Policy**

Statement	Highly Dissatisfied	Dissatisfied	Neither	Satisfied	Highly Satisfied
Fulfilment of Commitments on Company's End	5	18	32	32	13
Two Way Communication	1	5	15	64	15
Freedom to Express Opinion	2	3	13	44	38
Equal Opportunity Policy	1	8	6	39	46
Promotion and Appraisal Policy	6	27	36	24	7

### 4. Training and Development

Table 4 shows the Satisfaction level of the employees regarding the training and development policies followed by the travel trade organizations of Chandigarh is depicted in the table given below. It is evident from the table that 51% of the total respondents were satisfied (21% highly satisfied and 30% satisfied) followed by 35% neither

satisfied nor dissatisfied and 22% dissatisfied (4% highly dissatisfied and 2% dissatisfied) about the provision for initial training followed by travel trade organizations of Chandigarh.

Similarly, in response to the satisfaction about the provision of appropriate periodic training policy 42% respondents were satisfied (7% highly satisfied and 35% satisfied) followed by 35% neither satisfied nor dissatisfied and 23% dissatisfied (3% highly dissatisfied and 20% dissatisfied) about it. A majority (61%) of the respondents were satisfied (27% highly satisfied and 34% satisfied), 25% were neither satisfied nor dissatisfied and just 14% were dissatisfied (5% highly dissatisfied and 9% dissatisfied) about the provision of training methods and techniques. In response to the satisfaction level about an opportunity for personal development, 65% of the total respondents were satisfied (34% highly satisfied and 31% satisfied) followed by 25% dissatisfied (18% highly dissatisfied and 7% dissatisfied) and merely 10% neither satisfied nor dissatisfied. In case of the identification and utilization of employee's full potential by the travel trade organizations of Chandigarh, 42% of the employees were neither satisfied nor dissatisfied followed by 34% dissatisfied (8% highly dissatisfied and 26% dissatisfied) and 24% satisfied (6% highly satisfied and 18% satisfied) about it.

**Table 4**  
**Satisfaction about Training and Development**

Statement	Highly Dissatisfied	Dissatisfied	Neither	Satisfied	Highly Satisfied
Provision for Initial Training	6	16	27	30	21
Appropriate Periodic Training Policy	3	20	35	35	7
Training Methods and Techniques	5	9	25	34	27
Opportunity for Personal Development	18	7	10	31	34
Identification & Utilization of Employee's Full Potential	8	26	42	18	6

### 5. Satisfaction about Salary and Benefits

Table 5 shows the Satisfaction level of the employees working under various travel trade organizations of Chandigarh regarding salary and benefits is depicted in the table given below. In response to the satisfaction about the statement 'paid fairly considering qualification/experience', 38% of the respondents were satisfied (11% highly satisfied and 27% satisfied) followed by 34% neither satisfied nor dissatisfied and 28% dissatisfied (14% highly dissatisfied and 14% dissatisfied) about it. 51% of the respondents were neither satisfied nor dissatisfied followed by 29% satisfied (8% highly satisfied and 21% satisfied) and 20% dissatisfied (5% highly dissatisfied and 15% dissatisfied) regarding the benefits offered against responsibilities. In response to the satisfaction about the number of vacations offered 46% of the respondents were neither satisfied nor dissatisfied followed by 31% satisfied (7% highly satisfied and 24% satisfied) and 23% dissatisfied (7% highly dissatisfied and 16% dissatisfied).

**Table 5**  
**Satisfaction about Salary and Benefits**

Statement	Highly Dissatisfied	Dissatisfied	Neither	Satisfied	Highly Satisfied
Paid Fairly Considering Qualification/Experience	14	14	34	27	11

Benefits Offered Against Responsibilities Justified	5	15	51	21	8
Amount of Vacations Offered	7	16	46	24	7

## 6. Statement of Personal Satisfaction

Table 6 shows the level of personal satisfaction of the employees under travel trade organizations of Chandigarh. In response to the satisfaction regarding Feelings of personal accomplishment, 38% of the respondents were neither satisfied nor dissatisfied followed by 36% satisfied (12% highly satisfied and 24% satisfied) and 26% dissatisfied (9% highly dissatisfied and 17% dissatisfied). In case of the recognition by the management of their own and other organizations, 48% of the respondents were satisfied (12% highly satisfied and 24% satisfied) followed by 30% neither satisfied nor dissatisfied and 22% dissatisfied (10% highly dissatisfied and 12% dissatisfied) about it. 62% of all respondents were satisfied (26% highly satisfied and 36% satisfied) followed by 19% neither satisfied nor dissatisfied and 18% dissatisfied (1% highly dissatisfied and 17% dissatisfied) about job security in travel trade of Chandigarh.

**Table 6**  
**Statement of Personal Satisfaction**

Statement	Highly Dissatisfied	Dissatisfied	Neither	Satisfied	Highly Satisfied
A feeling of Personal Accomplishment	9	17	38	24	12
Recognition	10	12	30	32	16
Job Security	1	17	19	36	26

## 7. Overall Satisfaction in Terms of Working with Present Company

Table 7 represents the overall satisfaction of the employees working under travel trade in Chandigarh. 69% of all respondents were agreed (30% strongly agree and 39% agree), 12% neither agree nor dis-agree and 19% dis-agree (9% highly disagree and 10% disagree) about a job the overall satisfaction.

**Table 7**  
**Overall Satisfaction in Terms of Working with Present Company**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Strongly Disagree	9	9.0	9.0	9.0
Disagree	10	10.0	10.0	19.0
Neither	12	12.0	12.0	31.0
Agree	39	39.0	39.0	70
Strongly Agree	30	30.0	30.0	100.0
Total	100	100.0	100.0	

## 8. Overall Satisfaction in Terms of working with Present Company

The table represents the cross-tabulation between the gender of the respondent and their overall satisfaction in terms of working with the present company. The data indicates that out of total 75% male respondents 65.4% agreed (30.7% strongly agree and 34.7% agree) followed by 22.7% disagree ( 10.7% strongly disagree and 12% disagree) and remaining 12% neither agreed nor disagree about the overall satisfaction about working with present

company. Similarly, in case of female respondents which is 25% of all, 80% were agree (28% strongly agree and 52% agree) followed by 12% neither agree nor disagree and 8% disagree (4% strongly disagree and 4% disagree).

**Table 8**  
**Overall Satisfaction in Terms of working with Present Company**

		Strongly Dis-Agree	Dis-Agree	Neither	Agree	Strongly Agree	Total		
Gender of the Respondent	Male	Count	8	9	9	26	23	75	
		% within Gender of the Respondent	10.7%	12.0%	12.0%	34.7%	30.7%	100.0%	
		% of Total	8.0%	9.0%	9.0%	26.0%	23.0	75.0%	
	Female	Count	1	1	3	13	7	25	
		% within Gender of the Respondent	4.0%	4.0%	12.0%	52.0%	28.0	100.0%	
		% of Total	1.0%	1.0%	3.0%	13.0%	7.0%	25.0%	
Total		Count	9	10	12	39	30	100	
		% within Gender of the Respondent	9.0%	10.0%	12.0%	39.0%	30.0%	100.0	
		% of Total	9.0%	10.0%	12.0%	39.0%	30.0%	100.0	

## 9. Relationship between Gender of the Respondent and Overall Satisfaction of the Employee

The chi square table above shows that the calculated value of **Pearson Chi-square is = 3.615** which is lesser than **critical value 9.49 at 5% level** of significance with a degree of freedom **V=4** this shows that the hypothesis is accepted. Thus there is no significant relationship between the gender of the respondent and their overall satisfaction in terms of working with the present company.

**Table 9**  
**Relationship between Gender of the Respondent and Overall Satisfaction of the Employee**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.615 <sup>a</sup>	4	.461
Likelihood Ratio	3.946	4	.413
Linear-by-Linear Association	1.334	1	.248
N of Valid Cases	100		

## 10. Overall Satisfaction in Terms of Working with Present Company

Table 10 shows the cross-tabulation between the Position/Designation of the respondents and their overall satisfaction in terms of working with the present company. The data indicates that out of total 21% respondents belonging to the managerial level 90.5% agreed (52.4% strongly agree and 38.1% agree) followed by 1% strongly disagree and the same percentage of those who neither agreed nor disagreed. Similarly, in case of the respondents belonging to the supervisory level, which is 56% of all, 62.5% were agree (26.8% strongly agree and 35.7%

agree) followed by 21.4% disagree (7.1% strongly disagree and 14.3% disagree) and 16.1% neither agree nor disagree. In case of the 23% executives, 65.2% agreed (17.4% strongly agree and 47.8% agree) followed by 26.1% disagree (17.4% strongly disagree and 8.7% disagree) and 8.7% neither agree nor disagree.

**Table 10**  
**Overall Satisfaction in Terms of Working with Present Company**

		Strongly Dis-Agree	Dis-Agree	Neither	Agree	Strongly Agree	Total
Position / Designation	Managerial Count	1	0	1	8	11	21
% with Position / Designation		4.8%	.0%	4.8%	38.1%	52.4%	100.0%
% of Total		1.0%	.0%	1.0%	8.0%	11.0%	21.0%
Position / Designation	Supervisory Count	4	8	9	20	15	56
% with Position / Designation		7.1%	14.3%	16.1%	35.7%	26.8%	100.0%
% of Total		4.0%	8.0%	9.0%	20.0%	15.0%	56.0%
Position / Designation	Executive Count	4	2	2	11	4	23
% with Position / Designation		17.4%	8.7%	8.7%	47.8%	17.4%	100.0%
% of Total		4.0%	2.0%	2.0%	11.0%	4.0%	23.0%
Total	Total Count	9	10	12	39	30	100
% with Position / Designation		9.0%	10.0%	12.0%	39.0%	30.0%	100.0%
% of Total		9.0%	10.0%	12.0%	39.0%	30.0%	100.0%

## 11. Relationship between Position/Designation and Overall Satisfaction of the Employee

The chi square table shows that the calculated value of **Pearson Chi-square is = 13.037** which is lesser than **critical value 15.51 at 5% level** of significance with the degree of freedom  $V=8$  this shows that the hypothesis is accepted. Thus, there is no significant relationship between the Position/Designation of the respondent and their overall satisfaction in terms of working with the present company.

**Table 11**  
**Relationship between Position/Designation and Overall Satisfaction of the Employee**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.037 <sup>a</sup>	8	.111
Likelihood Ratio	14.509	8	.069
Linear-by-Linear Association	6.074	1	.014
N of Valid Cases	100		

## 12. Overall Satisfaction in Terms of Working with Present Company

Table 12 shows the cross-tabulation between the total experience of the respondents and their overall satisfaction in terms of working with the present company. The data indicates that out of total 26% respondents belonging to the experience group 1-2 years, 65.4% respondents agreed (30.8% strongly agree and 34.6% agree) followed by 23% disagree (11.5% strongly disagree and 11.5% disagree) and 11.5% neither agree nor disagree. Similarly, in

case of the respondents belonging to experience level 2-5 years, 81.8% agreed (18.2% strongly agree and 63.6% agree) followed by 18.2% disagree (9.1% strongly disagree and 9.1% disagree) and none was neither agree nor disagree. In case of the experience level 5-10 years, 72% agreed (40% strongly agree and 32% agree) followed by 16% neither agree nor disagree and 12% disagree (8% strongly disagree and 4% disagree). In case of the experience level more than 10 years, 74.8% agreed (27% strongly agree and 37.8% agree) followed by 29.5% disagree (16% strongly disagree and 13.5% disagree) and 13.5% neither agree nor disagree.

**Table 12**  
**Overall Satisfaction in Terms of Working with Present Company**

		Strongly Dis-Agree	Dis-Agree	Neither	Agree	Strongly Agree	Total	
Total Experience	1 to 2 Year	Count	3	3	3	9	26	
		% within Total Experience	11.5%	11.5%	11.5%	34.6%	30.8% 100.0%	
		% of Total	3.0%	3.0%	3.0%	9.0%	8.0% 26.0%	
	2 to 5 Year	Count	1	1	0	7	2 11	
		% within Total Experience	9.1%	9.1%	.0%	63.6%	18.2% 100.0%	
		% of Total	1.0%	1.0%	.0%	7.0%	2.0% 11.0%	
	5 to 10 Year	Count	2	1	4	8	10 25	
		% within Total Experience	8.0%	4.0%	16.0%	32.0%	40.0% 100.0%	
		% of Total	2.0%	1.0%	4.0%	8.0%	10.0% 25.0%	
	More Than 10 Year	Count	4	5	5	14	10 38	
		% within Total Experience	16%	13.5%	13.5%	37.8%	27.0% 100.0%	
		% of Total	4.0%	5.0%	5.0%	14.0%	10.0% 38.0%	
Total		Count	10	10	12	38	30 100	
		% within Total Experience	10.0%	10.0%	12.0%	38.0%	30.0% 100.0%	
		% of Total	10.0%	10.0%	12.0%	38.0%	30.0% 100.0%	

### 13. Relationship between Total Experience and Overall Satisfaction of the Employee

The chi square table shows that the calculated value of **Pearson Chi-square is = 8.593** which is lesser than **critical value 26.30 at 5% level** of significance with a degree of freedom **V=16** this shows that the hypothesis is accepted. Thus there is no significant relationship between the total experience of the respondent and their overall satisfaction in terms of working with the present company.

**Table 13**  
**Relationship between Total Experience and Overall Satisfaction of the Employee**

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	<b>8.593<sup>a</sup></b>	<b>16</b>	<b>.929</b>
Likelihood Ratio	<b>10.161</b>	<b>16</b>	<b>.858</b>
Linear-by-Linear Association	<b>.018</b>	<b>1</b>	<b>.894</b>
N of Valid Cases	<b>100</b>		

## Conclusion

From the analysis of the results with regards to the travel agency sector in India in general and Chandigarh, in particular, it can be concluded that their Factors Responsible for Efficiency and Satisfaction Level of Employees with the mean scores are more than 3.5 indicate that most of the employees are agreed. 87% of the total respondents were satisfied with Work Place and Security, 51% of the total respondents were satisfied with Communication and Management Policy, 38% of the respondents were satisfied with their Salary and Benefits, 38% of the respondents had neutral Statement of Personal Satisfaction, 69% of all respondents were agreed that they were Overall Satisfied in Terms of Working with Present Company, Pearson Chi-square is = 3.615 which is lesser than critical value 9.49 at 5% level of significance with a degree of freedom V=4 shows that there is a significant Relationship between Gender of the Respondent and Overall Satisfaction of the Employee, 21% respondents belonging to the managerial level 90.5% agreed Overall Satisfied in Terms of Working with Present Company, Pearson Chi-square is = 13.037 which is lesser than critical value 15.51 at 5% level of significance with the degree of freedom V=8 shows significant Relationship between Position/Designation and Overall Satisfaction of the Employee, 65.4% respondents agreed that they are Overall Satisfied in Terms of Working with Present Company, Pearson Chi-square is = 8.593 which is lesser than critical value 26.30 at 5% level of significance with the degree of freedom V=16 shows significant Relationship between Total Experience and Overall Satisfaction of the Employee

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