



IDENTIFYING THE VARIABLES AFFECTING THE JOB SATISFACTION AND EMPLOYEE PRODUCTIVITY - (A CASE STUDY AT WESTIN SOHNA RESORT AND SPA)

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Abstract

This study helps to comprehend, the relation between job satisfaction and employee productivity. The key objective of this exploration is to identify the variables which influence the employee's job satisfaction and to assess the satisfaction level of employees in hotel; it is delineated from facts and survey that job satisfaction has vast influence on the employee productivity. The data is collected from Westin Sohna resort and spa in Gurugram with the help of 5 point Likert scale and different research techniques like mean, standard deviation and percentage are being used. The result suggests that highly satisfied employees will try to give their best which can aggrandize the employee productivity and vice versa.

Keywords: *Job Satisfaction; Employee Productivity; Westin; Resort and spa.*

Introduction

Job Satisfaction

Employee satisfaction relates to an assemblage of approbatory and/or aggressive sentiments that an individual cling towards his or her job. Job satisfaction is a complex concept and difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual social, cultural, organizational and environmental factors and stated below:

1. **Individual Factors:** personage, guidance, intellect and competencies, age, marital status, orientation to work.
2. **Social Factors:** Relationships with co- workers, group working and norms, opportunities for interaction, informal relations, etc.
3. **Cultural Factors:** Nature and size, formal structure personnel policies and procedures, industrial relations, clay of opus, technology and work fraternity, stewardship and styles of leadership, management systems, working conditions.
4. **Environmental Factors:** Economic, social, technical and governmental influences. These factors affect job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. Thus, overall degree of job satisfaction may differ from person to person.

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job contentedness. Some of these components include the level of pay and profit, the perceived clarity of the elevation system within an association, the attribute of the working kilter, leadership and sociable association, the job itself (the assortment of chore involved, the benefits and doubt the job produce, and the lucency of the job vignette/requisites). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job contentment is a pivotal character which is often weighed by an association.

Job satisfaction is a term used to describe how happy an individual is with their job. Job satisfaction also appertains to the employee's general attitude towards his/her job. It refers to the happiness experience of an employee when his wants are satisfied

Definitions

Job satisfaction has been defined as the degree to which employees have a positive affective orientation towards employment by the organization (Price, 1997). Another defines job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired (Cranny, Smith, Stone, 1992, p.1). In the literature of organizational behavior and organizational psychology, job satisfaction is considered the most extensively researched area (Keung-Fai, 1996; George and Jones, 2008). Job satisfaction has direct impact on level of absenteeism, commitment, performance and productivity. Furthermore, job satisfaction improves the retention level of employees and reduces the cost of hiring new employees (Murray, 1999). Job satisfaction was subsequently linked to increases in



productivity, though the nature of causality has continued to be strongly debated (Katzell *et al* 1975). Job satisfaction can be defined as an emotional state of mind that reflects an effective reaction to the job and work situation (Dipboye *et al.*, 1994; Farkas & Tetrick, 1989, Lance 1991, Russel and price 1988) Job satisfaction has been an vital focal point for organizational and industrial psychology. In defining job satisfaction the reference is often made to Locke's (1976) description of job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Jex 2002 p.116). The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the essential aspects of the job itself (Arnold *et al* 1998 p. 204). So, simply put, job satisfaction is connected to how our personal expectations of work are in conformance with the real upshot. And since job satisfaction is merely an employee's attitude towards his or job, previously discussed theories regarding attitudes are applicable to job satisfaction. While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two facets are related. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc. It is no longer news that job satisfaction anchors jobholder's performance. One of the most important goals of an organization is to maximize employee performance in order to accomplish those goals (Butler & Rose 2011).

Significance of Employee Gratification for Various Stakeholders

Importance of Employee Satisfaction for the Organization

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction.
- Decrease turnover, hiring, and training expenditure.
- Decrease wreckage and breakages.
- Reduced Absenteeism.
- Enriched patron satisfaction and fidelity.
- Improved teamwork.
- Higher quality products and/or services due to more competent, energized employees.
- Enhances a corporate image.

Significance of Employee Satisfaction for the Jobholder

- Employee will believe that the organization will be satisfying in the long run
- They will care about the quality of their work.
- They will generate and deliver higher value to the patron.
- They are more entrusted to the organization.
- Their work is more constructive.

Factors Influencing Employee Job Satisfaction

1. Policies of Requit and Benefit: This is the pivotal variable for employee contentment. Requit can be outlined as the quantum of reward that a laborer expects from the job. Jobholder should be satisfied with competitive emolument packages and they should be satisfied with it while comparing their pay package with those of the outlanders who are working in the identical industry. A feeling of satisfaction is felt by attaining fair and equitable benefits. Few points may be delineated under this heading:

1. Salaries or wages
2. Perk
3. Incentives such as medical allowance, tutelage allowance, HRA etc.

2. Job Security: Job security is an employee's assurance or self-confidence that they will keep their present job. Jobholders with a high level of job security have a less possibility of losing their job in the coming future. Certain professions or employment chances inherently have better job security than others; job security is also affected by an employee's rendition, success of the business and the present economic environment. Following points fall under this heading:

- a) Facility of transfer
- b) Accessible / reasonable target
- c) Leaves

3. Working Conditions: Employees are highly motivated with proper working conditions as they give a feeling of security, relief and motivation. On the other hand, poor working condition brings out a conflict of bad health in workers. The more



comfortable the working environment is more constructive will be the employees. Following points come under this category:

- Feeling safety and comfort.
- Tools and equipment.
- Working methods.
- Well ventilated with good flare and air- conditioning.
- Neat and tidy office locale, rest area and lavatory.

4. Relationship with Higher Authority: A sound working relationship with your superior is important since, at every level, you need his or her professional input, formative criticism, and generic comprehension. Following these points come under this category:

1. Relationship with immediate superior.
2. Communication between jobholders and higher authority.
3. Treatment to employee.

5. Leadership Styles: The satisfaction level in the job can be determined by the leadership style. Employee satisfaction is greatly enriched by republican style of leadership. Democratic leaders promote solidarity, esteem and warmth relationship among the workers. On the other side, employees working under demanding and dictatorial leaders define low level of employee satisfaction. Following points come under this heading:

- a) Prefer republican manner of leadership
- b) Camaraderie, respect and warmth relationship.

6. Personal Variables: The personalized attributes also help a lot in maintaining the motivation of the employees to work effectively and efficiently. Worker satisfaction can be related to psychological factors. Thus, number of personalized qualities determines the employee satisfaction of the jobholders. There are five aspects under this heading – Personality, Expectation, Age, Sponsorship, and Gender Distinction.

Employee Productivity

Employee productivity is the amount of goods and services that a worker produces in a given period of time. It is one of several types of productivity that economists measure. It is often referred to as workforce productivity.

Employee productivity directly affects a company's profit. Productivity is linked to employee morale. When employees are happy at work they have more motivation, which increases productivity. Poor morale causes employees to be disengaged.

Productivity is simply the amount of service that an employee handles in a defined time frame. Simple productivity is neither good nor bad, and in service industries, it might vary according to factors beyond the employee's control, like the number of customers who present for the service. Productivity is the basic measure of employee work output

Objective of the Study

The objective of the study is as follows:

1. To identify the variables which influence the job satisfaction of employees
2. To assess the satisfaction level of employees in hotel.
3. To identify the variables which improves the satisfaction level of employees
4. To give the suggestions and recommendations, to enhance the satisfaction level and employee productivity in Westin Sohna Resorts and Spa.

Scope of the Study

This study emphasis in the following scope:

- This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.
- This study helps to make a managerial decision to the company.

Review of Literature

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity.



“Job satisfaction is the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one’s job” was suggested by C.R.Reilly(1991). According to J.P. Wanous and E.E. Lawler (1972) “job satisfaction is the sum of job facet satisfaction across all facets of a job. Human need from a five-level hierarchy ranging from physiological needs safety, belongingness and love, esteem to self-actualization was suggested by Abraham Maslow (1954). Based on Maslow’s theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad *et al.*, 1985).According to Hussami, (2008), “Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what’s the job supply to an employee. According to Mulinge and Mullier, 1998; Willem *et al.*, 2007, “Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction”. According to Fisher and Locke, (1992); Xie and Johns, (2000), “Job satisfaction is complex phenomenon with multi facets” and as stated by Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000; it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Griffin & Bateman (1986) and Hackman & Oldman (1979) suggest that job satisfaction may be regarded as: a cluster of positive and negative dispositions which are acquired and learned through experience, positive or negative attitudes based upon a person’s genetic inheritance, an outcome of an individual’s construction of his or her workplace reality, experience and mutuality of colleagues and supervisor’s evaluation, and an individual’s job characteristics and the extent to which an individual attempts to fit in with these characteristics according to his requirements from a job.

Job satisfaction is a position or emotional state resulting from evaluating one’s job experiences. Job satisfaction describes how content an individual is with his/her job, this was suggested by Mathis and Jackson (2004). “Job satisfaction is an attitude, but the researchers should clearly distinguish between the objects of cognitive evaluation, which are affect, emotion, benefits and behaviors, this definition was argued by Weiss (2002). Arnett and McLane (2002) suggested that our feelings, our attitude and our behaviors have a great influence on the attitudes we form towards our jobs. “Job satisfaction simply means how people feel about their jobs. There is a possibility for employees to feel different about various aspects of their jobs; therefore the author supports the facet approach in determining job satisfaction and argued that it provides more complete, illustration of an employee job satisfaction” was stated by Spector(1997).

“Two employee perceptions or beliefs”. One perception is the employees’ evaluation and assessment of what the job and work climate is producing presently. This is tagged “What is Perception” .The second perception is the employees’ expectation of what the job should provide or believe the job can produce. This is called the “What should Perception” The employee is said to be satisfied when “What is perceived” equates or exceeds “What should perception”. Dissatisfaction occurs when “What should perception” overwhelms the “What is perceived”. This definition was suggested and argued by Schwarbs, Fussom and Duer (1981)

The Hawthorn study is one of the biggest preludes to the study of job satisfaction. The studies (1924-1933), were primarily credited to Elton Mayo of the Harvard Business School. The study was aimed at finding out the effect of various conditions (mostly illumination) on workers’ productivity. This was called the Hawthorn effect. It was later discovered that the increase in productivity resulted not from new the knowledge of been observed. The findings provided work conditions but from the knowledge of been observed. The findings provided strong evidence that people work for other reasons, besides pay. This paved way for researchers to investigate other factors in job satisfaction.

Research Methodology

Research Design

A descriptive research design with survey method is applied in the study. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites.

Research Technique

Self administered questionnaire was designed to collect primary data. **The Westin resort and spa** was selected to collect primary data. After collecting all the necessary data, it has been analyzed and tabulated descriptively. This tabulated information has been used to measure the perceived satisfaction and dissatisfaction level of the employees. To measure the satisfaction level a 5 point scale has been used which is denoted by 1=SD, 2=D, 3=N, 4=A, and 5=SA.

The mean (also known as average) is obtained by dividing the sum of the observed values by the number of observations, n . Although data points fall above, below, or on the mean, it can be considered a good estimate for predicting subsequent data points.

$$\text{Mean } \bar{X} = \frac{\sum_{i=1}^{i=n} X_i}{n}$$

The standard deviation gives an idea of how close the entire set of data is to the average value. Data sets with a small standard deviation have tightly grouped, precise data. Data sets with large standard deviations have data spread out over a wide range of values. The formula for standard deviation is

$$\sigma = \sqrt{\frac{1}{n-1} \sum_{i=1}^{i=n} (X_i - \bar{X})^2}$$

Sampling

Convenience sampling technique was used for collecting the data from the employees working in the departments of the hotel. The sample size of the study was 75.

Data Analysis and Interpretation

Profile of the Respondents

Based on the survey 76% employees male represent of the total respondents while female employees represent 24%.

Table1: Demographic profile of Employees

Variable	Percentage (%)	Frequency	Variable	Percentage (%)	Frequency
	Gender			Length of occupation	
Male	76%	57	<2 yrs	44%	33
Female	24%	18	3-4yrs	38%	28
			>5yrs	19%	14

Table 2: Represents satisfaction level of Employees

Variable	Percentage (%)	Frequency
Strongly dissatisfied	0	0
Dissatisfied	0	0
Neutral	12%	9
Satisfied	37.33%	28
Strongly satisfied	50.66%	38

Based on the survey 50.66% of the employees were strongly satisfied with the job and organization, whereas 37.33% were just satisfied and 12% were found at par.

Table 3: Represents Mean and Standard Deviation of Variables

S. No	Study parameters	Mean	Std. Deviation
	Factors of job satisfaction influencing employee productivity:		
1	Performance evaluation system	4.44	0.86
2	Respect from co-workers	4.68*	0.62
3	Feedback from supervisors	4.64*	0.63
4	Feedback from guests	4.6	0.64
5	The feeling of being treated equally	4.52	0.71
6	Adequate salary	4.16	0.85
7	The organizational climate	4.24	0.87
8	Relationship with superiors	4.44	0.65
9	Relationship with peers	4.4	0.70
10	Rewards and recognition	4.44	0.71
11	The comprehensive goals and guidelines in your organization	4.44	0.65
12	The timing of the work shifts of your organization	3.96*	1.13
13	Opportunities for further learning e.g. professional training	4.36	0.86
14	Grooming standards influence on employee output	2.44*	1.06

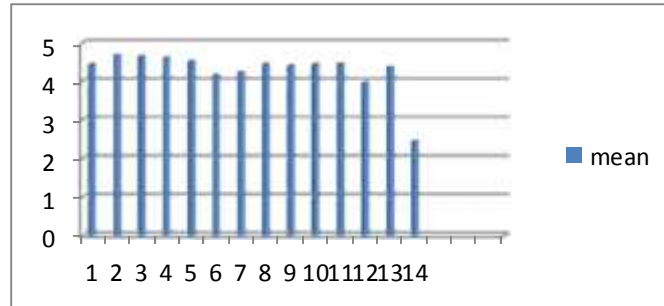


Figure 1 : Graphical representation of mean

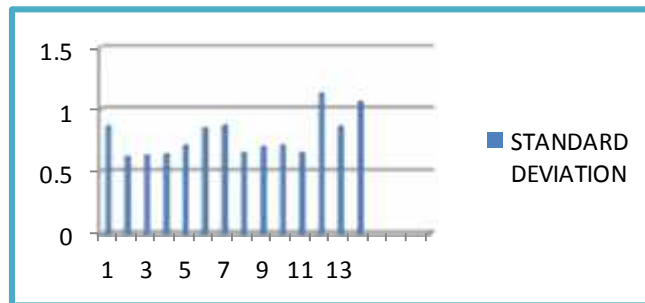
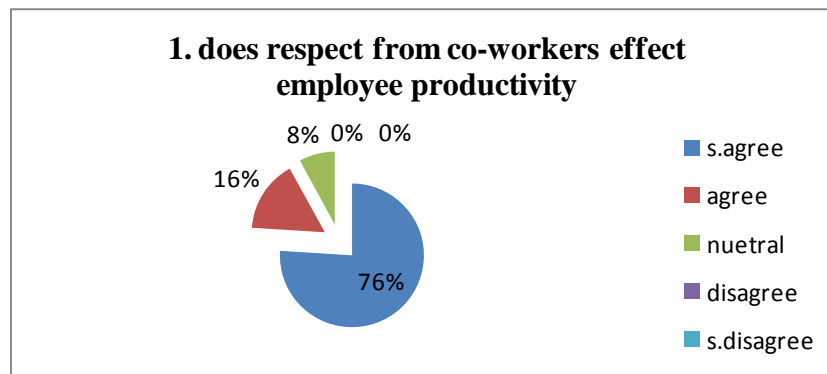
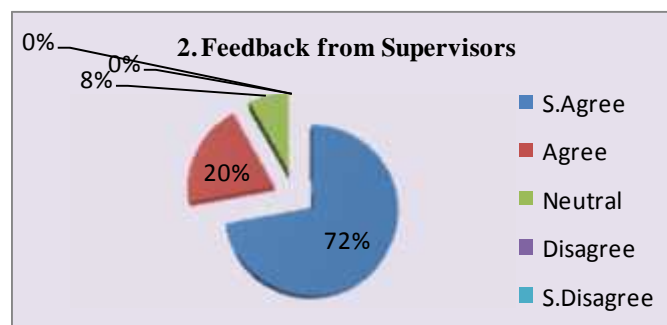


Figure 2: Graphical representation of standard deviation

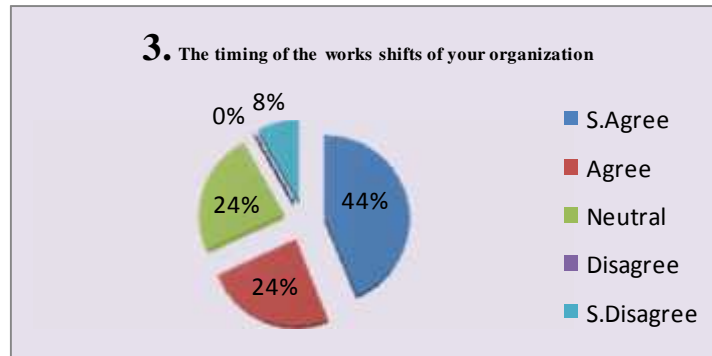
Descriptive Statics



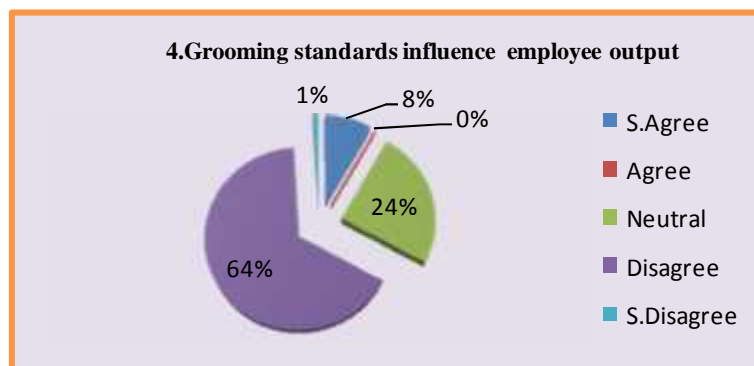
When asked about Does respect from co-workers effect employee productivity, 76% of the employees agreed strongly, 16% agreed with this statement while 8% of the employees were of neutral opinion. It is clearly visible that none of employees' show disagreement with statement.



When asked about Does feedback from supervisor’s effect employee productivity, 72% of the employees agreed strongly, 20% agreed with the statement while 8% of the employees were of neutral opinion. It is clearly visible that none of employees’ show disagreement with statement.



The result shows that 44% of employees were strongly agreed, 24% of employees just agreed Whereas 6% were neutral towards the statement, 0% of employees are disagree with the opinion while as 8% of respondents strongly disagreed with the statement.



When asked about Does grooming standards influence employee output, 8% of the employees agreed strongly, 0% agreed with the statement while 24% of the employees were of neutral opinion. It is clearly visible that 64% of employees show disagreement with statement, whereas 4% of the employees strongly disagreed with the statement.

Conclusions and Recommendations

Conclusions

This study found that job satisfaction attributes play a significant role for employee’s productivity. If the level of job satisfaction is high than employee commitment towards work and organization would be better and results in improved productivity. The findings of this study are important because in hotel industry, committed, motivated and satisfied employees are very important and act as a major contributor towards growth and sustenance of the organization. Although study focused hotel industry but its finding may be generalized to other sectors and organization. Further there is a relationship between job satisfaction and employee productivity.

In a nut shell, if a hotel industry needs highly committed and capable manpower, they should not compromise the importance of job satisfaction.It is noticeable that high job satisfaction and employee commitment will avoid turnover intention and actual turnover. Every employee has different kinds of needs and expectations and it is impossible to satisfy every need and expectation of the employees. Both employee and organization should try to generate a working environment that they will work in a happy, motivated, committed and productive culture to accomplish organizational goals. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee productivity.

Recommendations

Based on this study, and analysis of the factors affecting Hotels employee’s job satisfaction, following recommendations to the policy makers and managers of the hotel have been made:

- Favorable work conditions should be created for the employees of the company by guiding them to communicate effectively and building a cordial interpersonal work culture.



- Pay scale of hotel employees should be improved. Hotel should improve the overall salary packages of employees; on the other hand, proper timing of work shift is a way to reduce the workload of employees.
- Efforts should be made so that employees develop a favorable attitude towards their job because it is only then, that they can have job satisfaction and thereby efficiency in their work.
- Grooming standards should also be taken into account as this affects the personal satisfaction of an employee ultimately leading to the guest satisfaction, thus contributing to the image building of the hotel.
- Hotel managers should sensitize themselves to the needs, goals and talents of their staff members which will help them to develop a motivation package that will enhance their job satisfaction in turn improving the well being of the organization.
- The government or regulating body should also professionalize the hotel profession. The profession must be given recognition and respect.

Limitations

- There were certain limitations while conducting the study. These are outlined below:
- The main hindrance while preparing this report was time. As the tenure of the Internship program was very short, it was not possible to highlight everything deeply.
- Work pressure in the office was another limitation restricting this report from being more comprehensive or analytical.
- The chance of biased response can't be eliminated though all necessary steps were taken to avoid the same.
- The sample of survey is not representative, so the results of study can't be generalized.

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