

## JOB EXPECTATIONS AND SATISFACTION OF EMPLOYEES- A CASE STUDY HOTELS AND RESTAURANTS IN SOLAN

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### **Abstract**

Human resources are acknowledged as the most valuable assets in any organization. Satisfaction of employees plays an important role in the success of an organization or an industry. Most of the organizations have now well understood that satisfied workers are efficient and productive workers. The Present study has been conducted to identify the expectation of employees from their job and extent to which these expectations are fulfilled. A structured and pre-tested questionnaire was designed to collect the responses of the employees. The study was conducted in Solan town of Himachal Pradesh in India. A sample of 80 employees was selected as representative of the population. A multistage sampling was used for the selection of respondents. In this study job satisfaction is taken as a dependent variable whereas age, education, income, caste, marital status, sex, size of family has been taken as independent variables.

**Key Words:** Job Satisfaction, Hotel and Restaurants, Job Expectation

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## Introduction

India presents beautiful and abiding attraction for tourist traffic from all over the world. Providing a new and attractive environment to attract more and more tourists is important. Besides enjoying a good scenic beauty visitors also demand for good food and a comfortable stay. Hotels and restaurants contribute to satisfy this demand. Hotel Industry comprises a major part of Tourism industry. The success of any organization depends on the effective utilization of human resources. Job satisfaction is a general attitude of an individual possess towards his or her job. It can also be defined as Contentment (or lack of it) that arise out of interplay of employee's positive and negative feelings or attitude towards his or her work.<sup>1</sup>

## Review of Literature

Several studies have tried to measure job expectation and satisfaction of employees in various organizations. Various research scholars have tried to study determinants of job contentment and fulfillment. Card et al(2010) emphasized that equality in terms of compensation given to employees is very important and have an the impact of satisfaction of the employees. They further emphasized that satisfaction with the salaries paid to the employees is also affected when employees compare their salary with others. Jain, Jabeen, Mishra & Gupta(2007) stated that the presence of higher degree of occupational stress adversely affect the level of job satisfaction. Managers who perceived that organizational climate was conducive were found more satisfied with their job than those who perceived organizational climate as low.

Judge and Ilies (2004) emphasized that there is a relationship between the attitude of employees at work and home. They further stated that the positive or negative moods of employees at work affect the positive or negative moods experienced at home. In their study Sharma and Kaur (2003) emphasized that job satisfaction is significantly correlated with freedom of expression and with management policies and organizational setup. Brief and Weiss (2002) noted, that temperaments can influence job satisfaction, but the processes by which this happens are not yet well understood and argued that affect and cognition have distinct influences on job satisfaction .Brief (1998) also argued that the cognitive perspective has an important role in study of job satisfaction. In he further stated that cognitive perspective dominated job satisfaction research and focuses in particular on measurement approaches.

Nazir (1998) conducted a study on perceived importance of job facets and overall job satisfaction of Bank Employees. The study attempts to measure overall job satisfaction of bank clerks, identifying some determinants of job satisfaction and evaluate the perceived importance of some job factors on their overall job satisfaction. Except income and level of education, no other personal factors were found to be related to the overall job satisfaction of the respondents. Kanwar (1997) studied overall job satisfaction of bank employees and tried to identify some determinants of job satisfaction. It was concluded in the study that job satisfaction increases with age. The employees with lower education qualification are more satisfied with their jobs. People were found to be more satisfied with increasing service span. Similarly, (Spector,1997) did an extensive research on linking job satisfaction to various behaviors and numerous factors such as job performance, absenteeism, turnover, and citizenship behaviors . Ritu Kanwar (1997) has found that *Personal factors* like Includes age, sex, education, intelligence and personality and *Inherent factors* like Type of work, skills required, occupational status, job security, pay, and promotion opportunity are the major determinants of job satisfaction. Hulin(1991) used Cornell model to compare job outcomes with job inputs, conditioned by an individual's frame of reference . Through a study on employees job expectation and satisfaction Locke's (1969) proposed a value-percept model to do a rational appraisal of the degree to which the job supplies outcomes satisfy an individual's values and expectations.

**OBJECTIVES:** The present study was conducted with the objectives to answer following questions.

1. To find out the socio-economic profile of the respondents working in the hotels and restaurants.
2. To assess the extent of job satisfaction of employees in hotels and restaurants.
3. To study the relationship of job satisfaction with some selected independent variables
4. To find out the expectations of the employees from their organization.

## Methodology

This study was conducted in Solan town of Himachal Pradesh. Multistage sampling was used for the selection of the sample, which involved two stages. First stage of sampling involved

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<sup>1</sup> <http://www.businessdictionary.com/definition/job-satisfaction.html>

selection of 50% hotels and restaurants, through simple random sampling without replacement. List of hotels and restaurant were taken from 'The Directory of Hotels' of Department of Tourism, Govt of H.P. In the second stage from each of the hotel/restaurant selected in the first stage, 4 employees (one cook, one dish washer and two waiters) were selected through deliberate sampling. A total of 80 employees were selected as representative of the population. For this 20 restaurant/hotels were selected randomly and out of these restaurant/hotels 4 employees from each were selected through deliberate sampling employees of hotel/restaurant were taken as sampling unit.

The primary data was collected with the help of a well-designed interview schedule which was pre tested and modified before its final administration to the respondents. The responses of employees for each statement were coded through a five point continuum of Likert scale. The responses for each question were assigned the weights of 5,4,3,2 and 1 from highly satisfied to dissatisfied, respectively.

## RESULTS AND ANALYSIS

### SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS

**Table 1.1**  
**Designation of the Employees**

| S.NO | Designation | Frequency | Percentage |
|------|-------------|-----------|------------|
| 1    | Cook        | 20        | 25         |
| 2    | Dishwasher  | 40        | 50         |
| 3    | Waiter      | 20        | 25         |
| 4    | TOTAL       | 80        | 100        |

Table 1.1 makes it clear that most of the respondents were dishwashers followed by cook and waiter

**Table 1.2**  
**Age-wise classification of the employees**

| S.NO | Age(years)      | Frequency | Percentage |
|------|-----------------|-----------|------------|
| 1    | Young(up to 25) | 49        | 61.2       |
| 2    | Adult(25-45)    | 30        | 37.5       |
| 3    | Old(above 45)   | 1         | 1.3        |
| 4    | TOTAL           | 80        | 100        |

It is clear from the table 1.2 that most of the employees in the hotel industry were young there were only few employees who have attained an age of more than 45 years.

**Table 1.3**  
**Education status of the employees (N=80)**

| Qualification                   | Frequency |        |                |       | Percentage |            |                |       |
|---------------------------------|-----------|--------|----------------|-------|------------|------------|----------------|-------|
|                                 | Cook      | waiter | Dishwash<br>er | Total | Cook       | Waite<br>r | Dishwashe<br>r | Total |
| <b>Illiterate</b>               | 2         | 2      | 1              | 5     | 2.5        | 2.5        | 1.25           | 6.25  |
| <b>Up to primary</b>            | 1         | 2      | 8              | 11    | 1.25       | 2.5        | 10             | 13.75 |
| <b>Primary to<br/>matric</b>    | 15        | 26     | 11             | 52    | 20         | 31.25      | 13.75          | 65    |
| <b>Matric<br/>to graduation</b> | 2         | 10     | -              | 12    | 2.5        | 12.5       | -              | 15    |

It is clear from the table 1.3 that majority of the respondents irrespective of their designation were educated from primary to matric level. There are only few employees who were illiterate.

Table 1.4

## Caste-wise classification of the employees (N=80)

| Caste   | Frequency |        |            |       | Percentage |        |            |       |
|---------|-----------|--------|------------|-------|------------|--------|------------|-------|
|         | Cook      | waiter | dishwasher | Total | Cook       | Waiter | Dishwasher | Total |
| General | 17        | 24     | 7          | 48    | 21.25      | 30     | 8.75       | 60    |
| SC      | -         | -      | 3          | 3     | -          | -      | 3.75       | 3.75  |
| ST      | 1         | 13     | 5          | 19    | 1.25       | 16.25  | 6.25       | 23.75 |
| OBC     | 2         | 3      | 5          | 10    | 2.50       | 3.75   | 6.25       | 12.5  |

SC= Scheduled Caste ST= Scheduled Tribe OBC= Other Backward Classes

Table 1.4 throws a light on the caste of the respondents. It is evident from the table that majority of respondents were belonging to general category which was followed by Schedule tribe and other backward classes.

Table 1.5

## Marital status of the employees

| S.NO | Marital status | Frequency | Percentage |
|------|----------------|-----------|------------|
| 1    | Unmarried      | 45        | 56.25      |
| 2    | Married        | 35        | 43.75      |
|      | Total          | 80        | 100        |

Table 1.5 makes it clear that most of the employees in the restaurant and hotels were unmarried.

Table 1.6

## Income status of the employees

| S.NO | Income(Rupees per month) | Frequency | Percentage |
|------|--------------------------|-----------|------------|
| 1    | <3000                    | 5         | 6.25       |
| 2    | 3000-4500                | 59        | 73.75      |
| 3    | >4500                    | 16        | 20         |
| 4    | Total                    | 80        | 100        |

As far as monthly income of respondents is concerned majority of the respondents (73.75 percent) were having monthly income ranging from 3000-4500 rupees per month.

## RELATION OF JOB SATISFACTION WITH INDEPENDENT VARIABLES

Table 2.1

## Correlation Coefficient of Independent Variables With Respect To Job Satisfaction

| S.No | Independent Variables | Correlation Coefficient |
|------|-----------------------|-------------------------|
| 1    | Age                   | 0.1646                  |
| 2    | Education             | -0.1206                 |
| 3    | Caste                 | -0.1265                 |
| 4    | Income                | 0.1410                  |
| 5    | Marital status        | 0.0753                  |
| 6    | Size of the Family    | -0.1343                 |

This table is giving an indication that age, income; marital status is positively correlated with job satisfaction while size of family, education and caste are having negative relation with job satisfaction. Though, the relationship was not found significant statistically when calculated value was compared with table value at 1% and 5% level of significance.

## Part –B

Table 3.1

## Job Expectations of the Employees in Hotels and Restaurants

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| S.No | SUGGESTIONS  | FREQUENCY | PERCENTAGE |
|------|--|-----------|------------|
| 1    | Autonomy to do work  | 5         | 6.25       |
| 2    | Modern facilities and equipment  | 4         | 5          |
| 3    | Fixed working hours  | 4         | 5          |
| 4    | Provision for proper dress   | 4         | 5          |
| 5    | Facility to take leave without deduction in salary   | 3         | 3.75       |
| 6    | Recognition of their work  | 3         | 3.75       |
| 7    | Work should be interesting. boredom and monotony should be avoided                                       | 3         | 3.75       |
| 8    | Suggestions of the customers should also be taken into consideration for providing good services to them | 1         | 1.25       |
| 9    | Salary should be according to performance of the employee  | 10        | 12.5       |
| 10   | Extra perks for organizing special parties or marriages.   | 5         | 6.25       |
| 11   | Opinion and suggestions of employees should be obtained  | 5         | 6.25       |
| 12   | Timely payment of salary.  | 4         | 5          |
| 13   | Regular increase in salary after fixed period of time.   | 4         | 5          |
| 14   | Provision of bonus   | 3         | 3.75       |
| 15   | Fair and equitable reward system   | 1         | 1.25       |
| 16   | Concession for the family members when they use hotel/restaurant services                                | 1         | 1.25       |
| 17   | Medical allowances for medical treatment and compensation in case of accident while working.             | 1         | 1.25       |
| 18   | Neat and clean workplace   | 14        | 17.5       |



|    |  |    |      |
|----|--|----|------|
| 19 | Good ventilation and light.  | 7  | 8.75 |
| 20 | Congenial temperature  | 5  | 6.25 |
| 21 | Provision of lift facility in case of multistoried hotel/restaurants.      | 3  | 3.75 |
| 22 | Workplace should be big enough to avoid overcrowding.                      | 3  | 3.75 |
| 23 | Adequate water supply.   | 2  | 2.5  |
| 24 | Beautiful surroundings with flowers and trees.                             | 1  | 1.25 |
| 25 | Boss should be supportive and empathetic.                                  | 14 | 25.2 |
| 26 | Cooperative and helpful colleagues.  | 10 | 18.6 |
| 27 | Superiors should be capable of understanding the problems of subordinates. | 7  | 12.6 |
| 28 | Boss should respect you and your work.                                     | 6  | 10.8 |
| 29 | Boss should also help to solve your personal problems.                     | 6  | 10.8 |
| 30 | Everyone should work hard to avoid extra burden on a single worker.        | 5  | 9    |
| 31 | Financial and emotional support during sickness.                           | 3  | 5.5  |
| 32 | Besides pointing out your faults boss should also help to improve them.    | 3  | 5.5  |

It is evident from the table 3.1 that the most of employees expect that their organization should give them autonomy to do their work followed by modern facilities and equipment. Employees also expect that there should be fixed working hours so that they can give time to their family also and provisions for proper dress. Regarding rewards and incentives employees expect that that salary should be according to their performance, timely payment of salary and regular hike in salary. The most important suggestion, which was given by 40 percent of the respondent, is

that work place should be neat and clean. Other important suggestions were congenial temperature, good ventilation and light and light facility is also expected so that they can feel comfortable while working in the organization.

### Findings and Conclusion

Hotel industry plays an important role in development of economy and also has a special role in the development of tourism. Human resources are accredited as the most valuable asset in any organization. The success of any organization depends on the effective utilization of human resources. Most of the organizations have now well understood that satisfied workers are efficient and productive workers. Realizing the importance of hotel industry in the present scenario and role of employee satisfaction behind a successful organization, this study was planned and conducted.

As far as association of job factors with job satisfaction is concerned, it was found statistically insignificant when simple correlation was applied to the data pertaining to independent and dependent variable. The Present study concluded that there is a positive relationship between age and job satisfaction. Job satisfaction also increases with age of the employee. Perhaps this may be because of the reason that young people have lots of expectations and as a man grows up, his or her expectations goes on decreasing. Job satisfaction is decreasing with increase in education. The person with lesser education has higher job satisfaction. This infers negative relation between these two variables. Scheduled Caste employees are having highest job satisfaction while general category employees are least satisfied with their job .There is a positive relationship between job satisfaction and income, that means job satisfaction increases with increase in income.

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