

A Study Of Wages & Benefits And Work Environment On The Satisfaction Level Of Hotel Employees Of Himachal Pradesh

***Dr. Suresh Chauhan , ** Dr. Pankaj Sharma , ***Dr. Sonia Gupta**

*Dr. Suresh Chauhan, Principal, Green hills College of Hotel Management, Solan, Himachal Pradesh, Phone Number: +91-7009436733

**Dr. Pankaj Sharma, Associate Professor (HOD), IEC University, Baddi, Himachal Pradesh, Phone Number: +91-98172-18700

***Dr. Sonia Gupta, Assistant Professor, GGDSD College Chandigarh, Deptt. of Journalism & Mass Communication, Phone Number: 9418555551

ABSTRACT

Employees are asset to any company; organization grows when their employees are satisfied. It is important to understand what make employees satisfied. The main aim of this study is to understand the satisfaction level of hotel employees working in Himachal Pradesh towards wages & benefits and work environment. The sample consisted of 100 Himachal hotel employees. Data analysis is done through basic statistical method. The study found that Himachal hotel employees are not satisfied from their wages & benefits which include their income, insurance benefits, and other benefits which are given to them at the time of retirement. Employees are also not getting enough time to spend with their families. On the other side workers in hotel industry of Himachal Pradesh feel satisfied with facilities, equipment, and coordination among employees

Keywords: Employee satisfaction, work Environment etc.

INTRODUCTION

Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction is, of course, basically an individual matter. It is the result of the various attitudes possessed by the employee. It can only be inferred but not seen and is often determined by how well outcomes meet to exceed expectations. Satisfaction is one's job means an increased commitment to the fulfillment of formal requirements. Job satisfaction is defined as a positive emotional response, experience when doing job or when you are present at your

work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most work places. Several studies show the importance of job satisfaction, as it plays an important role in the overall success of the organization. A company needs to ensure that its workforce is as productive as possible, and for the workforce to perform at its utmost productivity, employees must feel satisfaction relating to nature of the work they are performing. It's important to remember that job satisfaction varies from employee to employee. In the same work under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

Literature review

Hoppock (1935) indicated that a person's perception towards the job satisfaction depends upon certain factors such as mental, physical, and environmental circumstances. The researchers claimed that the foundation for the theory of job satisfaction was the Maslow's hierarchy of needs theory, a motivational theory. This theory suggests that people are seeking to fulfill five basic needs in life namely, physiological needs, needs for protection, social needs, needs for self-esteem, and self-actualization. Judge&Watanabe(1993) explored the correlation between job satisfaction and life satisfaction and observed that both the attributes are significantly and reciprocally connected. The cross-sectional findings indicated a relatively strong relationship between job satisfaction and life satisfaction, but the longitudinal findings revealed a weaker relationship over a 5-year span, particularly with regard to the impact of job satisfaction on the life satisfaction.Sowmya&Panchanatham (2011) observed that the job satisfaction is dependent on work environment, behavior of supervisor, co-workers, incentives, compensation, working condition and organizational aspects. Sehgal (2012) noted that the socioeconomic factors including age, gender, and income are significantly associated with employees' satisfaction. In the older age group, workers were more satisfied than in the younger age group.Further, job rewards proved to be strong determinant of job satisfaction. Job satisfaction is more related to extrinsic rewards for employees than intrinsic rewards. An individual will be satisfied with a job when it provides handsome salaries; promotions and policies are in favor to the employees. the relationship between pay and job satisfaction was investigated by Kim and Loadman(1994) and found that pay has a positive relationship with the job satisfaction. This indicates that higher the wage, greater the work satisfaction would be.Tessema, Ready,&Embaye, (2013) analyzed and found the positive effect of employee recognition, pay, and benefits on the job satisfaction and further investigated the statistically significant positive impact in explaining the change in the job satisfaction. Yaseen (2013) explored that the compensation has direct effect on the satisfaction level. Employee satisfaction depends on work

itself, salary, recognition, promotions, benefits such as pension, housing facilities, annual leave paid vocation and working conditions (Kalaiselvi, 2014). Salisu, Chinyio& Suresh, (2015) worked upon the idea of impact of compensation on the job satisfaction of public sector and identified four compensable aspects, namely: salary, allowance, gratuity and pension. Physical work environment and wages have been suggested as being significant factors in influencing the job satisfaction. Few hotel employees revealed that they were influenced by their income in relation to their productivity (Tawil&Jabbar,2016). Vijayakumar&Vivek(2018) investigated the impact of career improvement, remuneration and rewards, employer stability and working environment on fulltime hotel employees and agreed that there has been an occurrence of a strong correlation with compensation & rewards, job security, workplace environment along with the satisfaction of the job

Statement of problem

Himachal Pradesh is a tourist place and with the growth of tourism there is there is a growth in hotel industry also. This growth puts stress on the hotel employees and leads to turnover which is an indicator of dissatisfaction.It is important to understand the satisfaction level of employees to sustain the hotel industry. Job satisfaction of employees are in connection with the customer satisfaction, they are the one provide them good service and make them happy this satisfaction comes only when employees are satisfied.

Objectives:

1. To find the job satisfaction level for wages& benefits among hotel employees.
2. To find the job satisfaction level for work environment among hotel employees.
3. To get the results and recommendations that will help management to develop an effective and successful policy in the field of wages& benefits and work environment.

Importance of the study

Satisfied employees are productive and create a better working environment, keeping employees happy helps in strengthening the organization. This leads to less turnover and higher profit. Satisfied employees always work hard to achieve the organization's objective. The hotel industry is a service industry and good service does not just happen it needs a lot of effort. To make your guest satisfied organization must ensure their employee's satisfaction, these are the one who interacts with the guest first, their satisfaction will affect the quality of service. This study helps us in understanding the level of

satisfaction toward wages & benefits and work environment provided to the hotel employees of Himachal Pradesh.

METHODS

The study followed the descriptive analytical method to identify the impact of wages & benefits and work environment at the level of job satisfaction among workers in hotels in Himachal Pradesh.

Sample

For the present study, the questionnaire was given personally to 107 employees of four central departments, i.e. Front Office, Food and Beverage Service, Housekeeping, and Food production department of the hotel in Himachal Pradesh. The respondents whose response was complete and valid only constituted part of the sample. Thus, the total sample size for the study was 100. The Convenience sampling method was used in the current study, which is a kind of non-probability sampling. This method is used widely in social research.

Measure and data collection

In the present study, a questionnaire-based survey method was used as it helps to collect the quantitative or numeric description about the hotel staff towards job satisfaction.

Part A of the questionnaire covered demographic profile of the respondents such as gender, age, Marital status, Education level, Nature of Organization, Department, Position level, Working experience, Nature of appointment, and monthly income.

Part B of the questionnaire covered variables which help in measuring the level of job satisfaction that affect of job satisfaction related to wages & benefits and working environment.

A 5-point Likert -scale was used for this section, and respondents were asked to record the extent to which they satisfied or dissatisfied with the statements used to measure job satisfaction.

For the present study, the scale was presented in numbers, i.e. - "5 represented Highly Satisfied" "4 represented satisfied" "3 represented Neutral" "2 represented Dissatisfied" or "1 represented Highly Dissatisfied".

The analysis is based on descriptive statistics; the following parameters as given in (Table 1) had been used for interpretation (Sarrafzadeh, Martin & Hazeri, 2010). To find out the lowest and highest length of the 5-point likertscale, the range is calculated by $(5 - 1 = 4)$. The result is then divided by five which is the maximum value of the scale $(4 \div 5 = 0.80)$. Afterwards, number one which is the lowest value in the scale was added in order to identify the maximum of this cell (Mohammed, 2016)

Table 1: Interpretation of Mean Values followed in the Study

Mean Value	Interpretation
4.21 to 5.0	Excellent
3.41 to 4.20	Good
2.61 to 3.40	Average
1.81 to 2.60	Poor
1 to 1.80	Very Poor

Note: Research Gate: which method should I use to present the Mean of a 5-point Likertscale. Retrieved from <https://www.researchgate.net/post/Which-method-should-I-use-to-present-the-Mean-of-a-5-point-Likert-scale>

Hypotheses

The study proposed the following hypotheses.

Hypothesis 1: Job satisfaction of hotel employees is low in Himachal Pradesh for the wages & benefits.

Hypothesis 2: Job satisfaction of hotel employees is low in Himachal Pradesh for the work environment.

RESULTS AND DISCUSSION

This part reviews the answers/results of the study sample, which are working in the private hotels of Himachal Pradesh about the impact of wages & benefits and work environment on the level of satisfaction of the employees, and presents the statistical methods that used in the analysis process. The arithmetic mean (or mean or average) is the generally used and easily understood measure of central tendency. In statistics, the term average refers to any of the measures of central tendency. The arithmetic mean is defined as being equal to the sum of the numerical values of each and every observation divided by the total number of observations.

Test of research hypotheses

Hypothesis 1: Job satisfaction of hotel employees is low in Himachal Pradesh for the wages & benefits.

Table 2 shows the satisfaction average of the employees in private Hotels for the wage & benefits. The variable from which respondents are satisfied and is ranked on top among others is recognition from the work with a mean (3.77) and is found good by respondents, then leaves offered with a mean (3.35)

which is found to be average, followed by the social position in the society given by job mean (2.94) and is found to be average. Income from the job (2.47) is on the fourth rank, Time to spend with family stands on the fifth rank mean (2.17), Monetary and nonmonetary benefits given by the organizations with a mean (2.14), bonus and incentives given by the organization with a mean (2.02) and Insurance benefits and family reimbursement mean (1.94) for all these hotel employees responded poor satisfaction and very poor for retirement and social security benefits (1.79).

Table 2

	Wages & Benefits					Total	Mean	Rank	Interpretation
	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied				
Retirement and social security benefits	47	40	nil	13	nil	100	1.79	9	Very Poor
Income for the job I perform	19	48		33	nil	100	2.47	4	Poor
Job provides me enough time to spent with my family	49	12	12	27	nil	100	2.17	5	Poor
The recognition I get for the work I do	14	Nil	7	67	12	nil	3.77	1	Good
My job gives me social position in society	6	47	7	27	13	100	2.94	3	Average

Bonus/ incentives system of organisation	18	69	6	7	nil	100	2.02	7	Poor
Monetary and non monetary benefits	12	75	nil	13	nil	100	2.14	6	Poor
Vacation/ admissible Leaves offered	14	32	nil	13	41	100	3.35	2	Average
Insurance benefits, family reimburseme nt etc	26	61	6	7	nil	100	1.94	8	Poor

Hypothesis 2: Job satisfaction of hotel employees is low in Himachal Pradesh for the work environment.

Table 3 shows the satisfaction average of the employees in private Hotels for the work environment. The variable from which respondents are satisfied and are ranked on top among others is Facilities like air conditioning, lighting & workplace with a mean (4.61) and is found excellent by respondents. Opportunity to utilize own skill and talent with a mean (4.03), Efficiency of equipment and tools at the workplace with a mean (3.93), and Coordination between the management and employees with mean (3.86) are found good by respondents. Stress-free working culture with a mean (3.27), Discrimination free work culture with a mean (3.18), and Employees who are free to participate in the discussion of management policies with a mean (2.78) are found average towards satisfaction. Whereas Liberty in taking decision is found poor with a mean (2.56).

Table 3

Work Environment

	Highly Dissatisfie d	Dissatisfie d	Neutr al	Satisfie d	Highly Satisfie d	Tota l	Mea n	Ran k	Interpreteti on
Stress free working culture	14	6	19	61	nil	100	3.27	5	Average
Discriminati on free work culture	21	6	7	66	nil	100	3.18	6	Average
Liberty in taking decision	20	35	26	7	12	100	2.56	8	Poor
Employees are free to participate in discussion of managemen t policies	Nil	54	20	20	6	100	2.78	7	Average
Coordinatio n between the managemen t and employees	Nil	13		75	12	100	3.86	4	Good
Opportunity to utilize own skill and talent	Nil	20	8	21	51	100	4.03	2	Good
Facilities like air conditioning	Nil	6	Nil	21	73	100	4.61	1	Excellent

, lighting &

workplace

are

adequate

Efficiency of

13

68

Nil

nil

19

100

3.93

3

equipments

and tools at

Good

the work

place

CONCLUSION

Through a presentation and analysis of wages & benefits and work environment on the level of job satisfaction for workers in the private hotels in Himachal Pradesh, the study concluded many results like the following:

It turns out though the questionnaire analysis of the degree of satisfaction in both the factors wages & benefits and work environment, degree of satisfaction for the work environment was higher than the wages & benefits of Himachal private hotels. In addition, satisfaction for wages and benefits by most of the respondents was found to be average and below except for one variable which is good. On the other side for work environment for most of the variables is average and above except one which is poor. So respondents are not satisfied with wages & benefits and are medium satisfied with the work environment.

In general, the study concluded that employees are not satisfied with their income, insurance benefits, and other benefits are given to them at the time of retirement. Employees are also not getting enough time to spend with their families. For the work environment, Himachal hotel employees feel satisfied with facilities, equipment, and coordination among employees.

RECOMMENDATION

To achieve the objectives of the study, the researcher suggests:

- Retirement and social security benefits, insurance benefits help employees to spend worry free life which makes them focus on their work, hotel industry employees are not happy with such benefits given to them. It is recommended to provide benefits to the employees to make them happy and

lead a stress-free life this also helps employees to work with full dedication towards the organization.

- Low income is the one reason for worse outcomes. It is recommended to provide income according to their work
- Work and family balance leads to an increase in work engagement, it is recommended give sufficient time to the hotel employees to spend with their family employees
- Employees are the ones who understand their work and the way to do it; they are the ones who can supply fresh ideas which help in the growth.
- It is recommended to allow them to make their decisions while working. This also shows that you trust your employees, which motivates your employees.

REFERENCES

- Aziri, B. (2008). Menaxhimiiburimevenjerëzore, Satisfaksioningapunadhemotivimiipunëtorëve, Tringa Design, Gostivar, , p. 46
- Hoppock, R. (1935). Job Satisfaction, Harper and Brothers, New York, p. 47
- Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, 78(6), 939–948. <https://doi.org/10.1037/0021-9010.78.6.939>
- Kalaiselvi, 2014, “Job satisfaction of Hospital Employees”, *Journal of HRD Times*, March, pp.39-40
- Salisu, J.B., Chinyio, E., & Suresh, S. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. *The Business and Management Review*, 6(4), 282-296.
- Sarrafzadeh, M., Martin, B., & Hazeri, A. (2010). Knowledge management and its potential for libraries. *Library Management*.
- Shallu Sehgal (2012) Job satisfaction of bank employees in Shimla, *International Journal of Marketing, Finance Services and Management Research*. Vol.1, Issue 7, pp. 124-146
- Sowmya, K. R., & Panchanatham, N. (2011). Factors influencing job satisfaction of banking sector employees in Chennai, India. *Journal of law and conflict Resolution*, 3(5), 76-79.

- Tawil, R., & Jabbar, M.A. (2016). Relationship between Job Satisfaction and Employees Productivity: An Exploratory Study in Amman's Five Star Hotels. *European Journal of Business and Management*, 8(3), 143-148.
- Tessema, M.T., Ready, K.J., & Embaye, A.B. (2013). The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence. *Journal of Business and Economics*, 4(1), 1-12
- Vijayakumar, N. & Vivek, S. (2018). A study on the job satisfaction of employees in the hospitality industry. *International Journal of Pure and Applied Mathematics*, 118(20), 4235-4240
- Yaseen, A. (2013). Effect of Compensation Factors on Employee Satisfaction- A Study of Doctor's Dissatisfaction in Punjab. *International Journal of Human Resource Studies*, 3(1), 142-157. doi:10.5296/ijhrs.v3i1.3351