

JOB INVOLVEMENT OF EMPLOYEES IN HOSPITALITY INDUSTRY IN RELATION TO THEIR JOB SATISFACTION

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Abstract

The purpose of the present research was to investigate the interrelationships between the two behavioural constructs of job involvement and job satisfaction. Descriptive method using survey as a technique was designed to test the aforementioned variables on 200 employees working in hospitality industry in Tamilnadu. Job involvement scale and Job satisfaction scale were used to collect data. The result indicated that job involvement positively and significantly affects job satisfaction. This employee-friendly attitude is adopted by industrial firms consequent on the awareness that monetary and incentives and facilities offered to the employees are more an investment than expenditure. Only satisfied employees can make quality products or can render quality services and hence job satisfaction is of vital importance in the hotel industry.

Key Words: Job Involvement, Employees in Hospitality Industry, Job Satisfaction.

1. Introduction

Today hospitality industry is an exciting and highly competitive career field. Hotel and restaurant careers offer tremendous potential for personal and professional growth and success, but that greatly depends upon the job satisfaction of the employees to perform their job with total involvement. In the labour- intensive hospitality industry, job satisfaction is curial to the financial performances and prosperity of the hotels and acts as mediator in customer satisfaction (Yang, 2010). It is important to understand the role of job satisfaction plays for employees, how it can translate into higher or lower quality of work they perform in the organisation and in turn how it affects the productivity. Productivity depends greatly upon how hard and how smart the employees work. Therefore the satisfied employees can give a better external service quality that received and evaluated by the customers which can increase the customer satisfaction.

Job Involvement

Job involvement is related to organisational commitment, which in turn affects job satisfaction. There is a significant relationship between job involvement and job satisfaction.

In recent studies, Khan and Nemati (2011) and Yep (2013) are unequivocal in their claim that job involvement has a significant positive impact on job satisfaction. Furthermore, having a motivated, involved, and committed workforce is considered an important asset to an organization's success as keeping employee motivation, commitment and job involvement up leads to improved productivity and lower turnover rates (Fossey, E.M. and Harvey, C.A. ,2010, Srivastava, S. 2013).

Job involvement has attracted attention as a key contributing factor to an organization's success. According to Mgedezi, S., Toga, R. and Mjoli, T., (2014), job involvement is seen as means of aiding productivity and creating work situations in which individual and organizational goals are integrated. This involvement leads to enhanced satisfaction and increased productivity for the organization. Job involvement has also been reported to be a top organizational priority as fostering employee involvement can enhance an organizational effectiveness (Nwibere, B.M. 2014).

Job Satisfaction

The studies indicated that satisfaction is crucial to the financial performance and prosperity of hotels. Contributing to greater satisfaction are factors such as greater autonomy and independence, greater power of decision making, flexible schedules, better working conditions, and training. The studies also indicated that a higher level of job satisfaction can have a direct impact on increasing the financial performance of the hotel. The implications of the study for hoteliers and directors relates to the creation of adequate working conditions to increase job satisfaction and provide hotel employees with a greater sense of subjective well-being.

2. Review of Literature

Kanungo, R.N. (1982) revealed that high job involvement will result in higher levels of job satisfaction and by extension high intention to stay with the organization. Meggins, Mosley & Pietri (1982) stated that people experiences job satisfaction when they are feeling good about their jobs and that feeling relates towards their doing their jobs well or else being recognized as a good performer in the organization. According to Greenhaus (1989) suggested that employees with high level job involvement and concerned about achieving recognition in their career that could be able increase the level of effort and energy to their work role. Job satisfaction is highly influenced by job involvement. This is due to the fact that highly involved employees are more satisfied with their jobs than low involved employees. Singh, M. and Pestonjee, M., 1990). Pfeiffel J. (1994) and Brown, S.P., and Leigh, T.W., 1996) argued that employee job involvement will positively affect work behaviours that are associated with job satisfaction such as employees' motivation and effort.

Furthermore, job involvement affects organizational citizenship behaviours which is reflected by committed employees that are willing to assist specific others in the organization, or the organization in general (Diefendorff, J.,

Brown, D., Kamin, A. and Lord, B. 2002). According to Sempene, Rieger & Roodt (2002), "Job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them". Moreover, job involvement enhances the feeling of empowerment and freedom to employees which lead to higher job satisfaction (Hennessey, B.A. and Amabile, T.M., 2010) Additionally, Job involvement includes higher employee participation, discretion, and autonomy which boost feelings of self-esteem, responsibility, achievement and purposefulness at work increasing, thus, job satisfaction (Wood, S. and de Menezes, L.M., 2011) . Job involvement enhances social contact and social recognition, boosts a personal sense of coherence, increases confidence of better career prospects, and reduces uncertainty in the job environment (Wood, S., Van Veldhoven, M., Croom, M. and de Menezes, L.M. ,2012) . Nwibere, B.M. (2014) found that job involvement was positively related to job satisfaction and organizational commitment. He concluded that employees who are involved in their jobs are likely to be satisfied with their jobs and hence become committed to their organizations.

3. Methodology

The investigator had employed descriptive method using survey as a technique to solve the present problem. Job Involvement Scale (2017) and Job Satisfaction Scale (2017) developed and validated by B. Lenin Selvanayagam had been used to collect data. The reliability of the scales was computed by using Cronback's coefficient technique and it was found to be 0.83 and 0.78 respectively. The population being the workers of hospitality industry in Tamilnadu a sample of 200 workers was drawn using simple random sampling technique. The tools were distributed to 300 employees of various hotels in Tamilnadu, among them 200 were usable for research which are duly filled in (The rate of return was 66%). The Job involvement scale has 40 items using four point scale such as strongly agree, agree, disagree and strongly disagree. The Job satisfaction scale consists of 28 items measuring both hygiene and motivating factors (based on Herzberg's two factor theory), using five point Likert's scale. The collected data had been analysed using, "t" test and Karl Pearson's Product Moment Correlation.

4. Objectives

- To find out the level of Job Involvement of employees of hospitality industry
- To find out the level of Job Satisfaction of employees of hospitality industry
- To find out significant difference in the mean scores of Job Involvement of employees of hospitality industry
- To find out significant difference between the mean scores of Job Satisfaction of employees of hospitality industry
- To find out significant correlation between Job Involvement and Job Satisfaction of employees in hospitality industry.

5. Analysis and Interpretation

Hypothesis: 1

The level of Job Involvement of Employees o Hospitality Industry is Low

Table 1 : Level of Job Involvement of Employees in Hospitality Industry

Demographic Variables	Category	Low		Moderate		High	
		Count	%	Count	%	Count	%
Gender	Male	11	10.89	73	72.27	17	16.83
	Female	18	18.18	62	62.62	19	19.19
Age	30 & Below	13	10.23	93	73.22	21	16.53
	31 & Above	16	21.91	42	57.53	15	20.54
Experience	10 & Below	13	11.01	74	62.71	31	26.27
	11 & Above	11	13.41	62	75.60	9	10.97

It is inferred from the above table that majority of the employees reported to have moderate job involvement with respect to the demographic variables.

Hypothesis: 2

The level of Job Satisfaction of employees of hospitality industry is low

Table 2: Level of Job Satisfaction of Employees in Hospitality Industry

Demographic Variables	Category	Low		Moderate		High	
		Count	%	Count	%	Count	%
Gender	Male	14	13.46	62	59.61	25	24.03
	Female	22	22.22	64	61.53	13	13.13
Age	30 & Below	19	14.96	80	62.99	28	22.04
	31 & Above	10	13.69	51	69.86	12	16.43
Experience	10 & Below	28	23.72	76	64.40	14	11.86
	11 & Above	14	17.07	58	70.73	10	12.19

It is evident that majority of the employees reported to have moderate job satisfaction with respect to demographic variables. The present study draws support from Sharma and Jyothi (2006) state that the level of job satisfaction derived by the Govt. school teachers is moderate. Irrespective of demographic variables the employees of hospitality industry show a moderate job involvement. A common mistake made by business owners in the hospitality sector is not giving enough emphasis on administrative aspects of their concern. With systematised human resource manager would streamline staff scheduling and ensure all legal requirements are up to date. Good system will provide everything from employment contracts to workplace policies; job descriptions and performance review which will null and void all ambiguity regarding employee rights in turn fulfil their aspirations and gives job satisfaction.

Null Hypothesis: 3

There is no significant difference in the mean scores of Job Involvement of employees of hospitality industry.

Table 3: Difference in the mean scores of Job Involvement of Employees in Hospitality Industry

Demographic Variable	Category	Count	Mean	S.D.	't' Value	R
Gender	Male	101	14.28	1.95	2.07	S
	Female	99	13.44	2.04		
Age	30 & Below	127	12.94	2.19	0.45	NS
	31 & Above	73	12.81	2.01		
Experience	10 & Below	118	15.05	3.16	2.33	S
	11 & Above	82	16.44	2.72		

(At. 5% of degrees of freedom the table value of "t" is 1.96)

From the above table it is inferred that the employees of hospitality industry significantly differ in their job involvement with respect to gender and years of experience. But they do not differ with regard to age. Comparing the mean scores men who are well experienced reported to have greater job involvement than their counter parts. Hospitality industry is a complex than any other business. The industry needs skilled and innovative workers to perform the job with total involvement. The female employees have too many responsibilities and roles to be played both at home and at work place. For women the priority is always the family. So their job involvement is not on par with men.

If an employee who has not received proper training can't do his job properly. The employees get trained when they gain experience. So the less experienced employees show less job involvement when compared to those who are more experience.

Null Hypothesis: 4

There is no significant difference between the mean scores of Job Satisfaction of employees of hospitality industry

Table 4: Difference between the mean scores of Job Satisfaction of Employees in Hospitality Industry

Demographical Variable	Category	Count	Mean	S.D.	't' Value	R
Gender	Male	104	15.72	2.25	2.81	S
	Female	96	16.69	2.59		
Age	30 & Below	127	13.08	2.22	1.43	NS
	31 & Above	73	12.66	1.94		
Experience	10 & Below	118	11.65	3.40	2.03	S
	11 & Above	82	10.67	3.46		

(At 5% of degrees of freedom the table value of "t" is 1.96)

Above table gives a clear picture that the employees of hospitality industry significantly differ in their job satisfaction with respect to gender and years of experience. But they do not differ with regard to age. Comparing the mean scores female and less experienced reported to have greater job satisfaction than their counter parts. Females naturally have a tendency to be satisfied with their limited expectations. The employees at entry level also fulfilled with the minimal facilities since have not explored the other side of the industry. Bodur (2002) supports and states that age and sex is related to job satisfaction.

Null Hypothesis: 5

There is no significant correlation between Job Involvement and Job Satisfaction of employees in hospitality industry.

Table 5: Correlation between Job Involvement and Job Satisfaction of Employees in Hospitality Industry

Variables	Count	r-value	Table Value	Result
Job Involvement & Job Satisfaction	200	.208	.139	S

It is inferred from the table that there is significant positive correlation between job involvement and job satisfaction of employees in hospitality industry.

Mathieu, J. E, & Farr, J. L. (1991), Brooke, P. P., Russell, D.W., & Price, J. L. (1988) Lawler, E. E., & Hall, D. T. (1970) supported the present study, stating that Job involvement, like satisfaction, bore a significant relationship. Jurgen Wegge, et.al.(2007) states that the interactions between job involvement and job satisfaction as this will yield new insights into the complex function of attitudes in influencing absenteeism. Weissenberg, P., & Gruenfeld, L. W. (1968), found that motivator, but not hygiene, satisfaction variables correlated with job involvement. Nazir Ahmad Gilkar & Javid Ahmad Darzi (2012) reported positive correlation between job involvement and job satisfaction.

6. Conclusion

Many businesses in the hospitality industry - both small and large have difficulty in understanding their human resource and employment relations obligations. Selecting candidates that are best suited for the culture of the hotel or restaurant establishment, creating growth opportunities for the best employees, offering competitive pay and benefits packages, and treating all workers with respect will surely improve their job satisfaction. Along with a simple yet effectively written job description would help in making involved in their job.

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