

A CORRELATIONAL STUDY OF JOB SATISFACTION AND WORK COMMITMENT AMONG HOTEL INDUSTRY EMPLOYEES IN EASTERN INDIA

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Abstract

This study examined job satisfaction and work commitment among hotel industry employees in Eastern India and established their relationship. It used a descriptive method of research utilizing a questionnaire as the principal tool for gathering data. Data were statistically treated using frequency counting and percent, weighted mean, Standard Deviation, Mann-Whitney Test, Kruskal-Wallis Test, and Spearman Rank-Order Correlation. The study revealed that employees were satisfied with their salary (existence), work environment (relatedness), and the way they were mentored in the performance of their jobs (growth). Most of the employees were committed to their work as they identified that the establishment had a great deal of personal meaning to them (affective); that right now, staying with the establishment is a matter of necessity as much as desire (continuance); and, the establishment deserves their loyalty (normative). A significant difference existed in the level of job satisfaction when analyzed according to civil status. Moreover, a significant difference was identified in employees' work commitment when analyzed according to educational attainment and employment status. Finally, it was revealed that there is a significantly high positive relationship between job satisfaction and work commitment among hotel industry employees in Eastern India. Hotel industry stakeholders and employees are encouraged to support the educational advancement of the employees and further enhance management practices to minimize employee turnover. Legislators and policymakers are encouraged to enact policies and measures in line with the improvement and advancement of hotel industry employees.

Keywords: Hotel Industry Employee, Job Satisfaction, Work Commitment, Existence

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Introduction

Establishments engaging in the Hotel industry's success come from the quality of employees and their contribution as well as their creativity with high-quality service to guests, patrons, and customers. It is the people who will continue to offer "high-touch" service, and human interaction is the key to customer satisfaction. In other words, establishments that are engaged in the Hotel industry should put primary concern on their employees in as much as they play a pivotal role in the success and failure of the same. Establishments should be set upon qualifications in consonance with their respective company's objectives (Chen & Chen, 2014). It is noteworthy that the Hotel industry is unique as compared to other industries because its employees had to interact with customers. Employees play a key role in the success of businesses today. In the hotel industry, in particular, the study of job satisfaction is of interest as the dedication, effort, and commitment of employees is an essential factor in ensuring customer satisfaction (Santa Cruz, Guzman & Nizarez, 2014).

Hotel establishments, as a business organization, need to ensure minimum employee turnover as the employees are very essential in ensuring customer satisfaction. Employee turnover is detrimental to organizational performance and profitability, leading to the loss of diverse financial and intellectual resources and assets (Holson-Okyae, 2017). This jeopardizes organizational performance and profitability because of its associated loss of important corporate resources and company assets. Hotel leaders need strategies and policies to maintain an adequate workforce and improve employee engagement, motivation, job satisfaction, work commitment, and work environment within the industry (Marshall, Mottier, & Lewis, 2016).

Further, employee retention in the Hotel industry is a persistent problem that management can reduce by applying effective managerial and leadership practices as a means of generating employee satisfaction. Worldwide researchers have suggested that employee turnover is among the highest in the Hotel industry. When employees leave, valuable knowledge is lost and even guests may follow the departing employee. Hoteliers, who have actively found ways to retain employees, gain a sustainable competitive advantage (Fernandez & Worasawan, 2017). Job satisfaction and work commitment among others were the essential keys to ensuring employee retention.

Eastern India is considered one of the major tourist destinations in India. The increase in the number of hotel establishments was due to the increased influx of tourists visiting Eastern India. The demand to ensure customer satisfaction was compounded with the need to ensure the retention of experienced employees who were assets to the Hotel Establishment. A study disclosed that the annual restaurant employee turnover rate reached an all-time high of 75% in early 2019, meaning almost three-quarters of restaurant employees are unlikely to stay in their jobs for a whole year (McNamara, 2020). Moreover, the Philippine Statistics in 2019 revealed accommodation and food services occupations are among those with the highest turnover rates of 1.9 and separation rates of 4.7 (Mapa, 2020).

This study aims to examine the job satisfaction and work commitment among hotel industry employees in Eastern India and to establish their relationships. Further, it is believed that through this study, establishments catering Hotel industry would become more aware and conscious of ensuring that their respective employees

would gain job satisfaction and establish work commitment. From this, employers could devise measures to improve their human resource programs.

Theoretical/Conceptual Framework

This study is primarily anchored on the Three-tiered Model of Motivation postulated by C. Alderfer (1969). The said theory is also known as ERG Theory of Motivation or Existence-Relatedness-Growth Theory which principally explains the incidence of job satisfaction among hotel industry employees. Further, this study also used the concept of Three - Component Model of Organizational Commitment as postulated by N. Allen and J. P. Meyer (1990).

ERG Theory of Motivation

The Three-tiered Model of Motivation explains the concept of Job Satisfaction. It posits that man's needs are progressing from Existence to Relatedness, and last to Growth: (1) Existence needs refer to all forms of material and physiological factors necessary to sustain human existence; (2) Relatedness needs refer to all the socially oriented needs; and, (3) Growth needs to refer to the development of human potential. ERG theory states that an employee's behavior is motivated simultaneously by more than one need level. Thus, one might try to satisfy his or her growth needs even though his or her related needs aren't completely satisfied. ERG theory applies the satisfaction-progression process described in Maslow's needs hierarchy model, so a person's need level will dominate a person's motivation more than others. As existence needs are satisfied, related needs become more important (Wegger et al., 2014).

Three-Component Model of Organizational Commitment

Work commitment as an outcome of job satisfaction is defined as the relative importance of work to one's sense of self, encompassing job involvement, career commitment, and organizational commitment (Wegger et.al., 2014). Accordingly, work commitment embraces the following constructs, namely: affective commitment which refers to the employee's emotional behavior, identification, attachment, and involvement with their organization; continuance commitment which refers to the employee's commitment based on the value associated with their organization, and normative commitment which refers to the employee's responsibility for the job and thus makes them stay with the same organization.

Methodology

This study used the descriptive-survey method of research in a quantitative approach. Questionnaires were used as instruments of data collection, and data were statistically treated to achieve the primary objective of the study. The respondents were 201 employees of selected Hotel establishments encompassing sixteen (16) food establishments and six (6) accommodation establishments (hotels and pension houses) in Eastern India. The questionnaire used as a principal tool for gathering data consisted of three (3) parts adopted from the study of Khosrowshahi and Nejad (2014), Angeles et al. (2015), Lee et al. (2017), and Jaron et al. (2015) that yielded acceptable result on Cronbach Alpha Analysis. The data were treated using frequency count and percent, weighted mean, standard deviation, Mann-Whitney Test, Kruskal-Wallis Test, and Spearman Rank-Order Correlation. Statistical Package for the Social Sciences (SPSS version 20.0) and Microsoft Excel Data Analysis

ToolPak was used to analyze the data collected at a 0.05 level of significance.

Results, Analysis, and Discussion

Profile of the Hotel Industry Employees in Eastern India

Most of the Hotel industry employees in Eastern India were female, young individuals, single, fairly educated, occupying rank-and-file positions, had regular status, and has rendered service for 0-10 years.

Table 1. Summary of Employees' Job Satisfaction in Hotel Establishments in Eastern India

Indicators	Mean	SD	Description
Existence	2.54	0.881	Satisfied
Relatedness	2.67	0.931	Satisfied
Growth	2.52	0.991	Satisfied
Overall Mean & SD	2.58	0.934	Satisfied

Table 1 shows the summary of employees' job satisfaction in hotel establishments in Eastern India. The data pointed out that relatedness garnered the highest mean followed by existence and growth. The overall mean on this aspect is 2.58 verbally interpreted as "Satisfied". The result revealed that most of the Hotel industry employees in Eastern India were satisfied in terms of relatedness, which implies that Hotel industry employees must be in a work environment or organization that can satisfy their socially oriented needs or have a work-life balance.

Nguyen (2017), in support of the result of the study, pointed out that the need for enjoyment and fulfillment in work and at have connotes having a work-life balance. It is also for them to feel engaged and satisfied with the work but still able to enjoy meaningful life to the fullest. Having a work-life balance enable employees to enjoy the flexibility of work which brings challenging and interesting traits, and a good relationship with their supervisors and colleagues.

Moreover, the workplace or work environment is a composite of the technical environment, human environment, and organizational environment (Nigatu, 2018). In a technical environment, the employees must feel fit in the workplace as they established ideal relationships with peers, others with whom employees relate, team and work groups, interactional issues, the leadership, and management (human environment) as they feel comfortable with systems, procedures, practices, values, and philosophies of the workplace (organizational environment).

Table 2. Summary of Employees' Work Commitment in Hotel Establishments in Eastern India

Indicators	Mean	SD	Description	Interpretation
Affective	3.08	0.733	Agree	Committed
Continuance	2.98	0.698	Agree	Committed
Normative	3.04	0.744	Agree	Committed
Overall Mean & SD	3.05	0.725	Agree	Committed

Table 2 shows the summary of employees' work commitment in hotel establishments in Eastern India. As portrayed in the table, affective commitment garnered the highest mean of 3.08, followed by normative commitment which had a mean of 3.04 as compared to continuance commitment which obtained a mean of 2.98. The overall mean on this aspect is 3.05, which can be verbally described as "Agree". The findings revealed that affective commitment has the highest influence among employees in hotel industry establishments in Eastern India, which implies that employees had high emotional attachment and involvement to the Hotel establishment and that he or she is identified with the same. Also, employees were considered to be greatly involved in the establishment's desire to achieve its goal which is profitability and sustainability. Oyeniyi et al. (2017) asserted that affective commitment connotes emotional attachment, identification, and involvement that an employee has with its organization and goals. It is characterized by belief and acceptance of the organization's goals and values, a willingness to focus effort on helping the organization achieve its goals, and a desire to maintain organizational membership.

Table 3. Test of Difference of Employees' Job Satisfaction as to Civil Status

Job Satisfaction	Civil Status		
	H-Value	p-value @ 0.05	Interpretation
Existence	6.216	0.103	Not Significant
Relatedness	8.886	0.032	Significant
Growth	3.289	0.348	Not Significant
Overall	9.496	0.024	Significant

* p-value < 0.05 level of significance = significant; Fail to accept Ho

* p-value > 0.05 level of significance = not significant; Accept Ho

Table 3 displays the test of the difference in employees' job satisfaction as to civil status. Applying the Kruskal-Wallis test, it yielded a p-value lesser than the level of significance which indicates acceptance of the alternative hypothesis stating that there is a significant difference in the level of job satisfaction among employees of the Hotel industry in Eastern India when analyzed according to their civil status. Hence, civil status, as a variable, can be used to determine the different levels of job satisfaction in the Hotel industry. Further, in the conduct of post hoc analysis using Dunn's test, it can be gleaned that there is no significant difference in employees' job satisfaction in terms of existence and growth as to civil status. But there is a significant difference in employees' job satisfaction in terms of relatedness as to civil status.

Existence is universal. Everyone perceives survival as the ultimate importance of an individual's daily life; thus, unmarried and married employees had the same perception of existential needs. In terms of relatedness, married individuals prefer to have a family-supportive work environment. They lean toward improving productivity and at the same time enhancing the quality of work and family life. Thus, this differs from the perception of unmarried individuals. However, the same discernment can be observed as to growth in both individuals. Overall, a significant difference can be found in the level of job satisfaction in terms of civil status.

Table 4. Test of Difference of Employees' Work Commitment as to Educational Attainment

Work Commitment	Civil Status		
	H-Value	p-value @ 0.05	Interpretation
Affective	8.514	0.074	Not Significant
Continuance	11.846	0.019	Significant
Normative	13.616	0.009	Significant
Overall	11.343	0.026	Significant

* p-value < 0.05 level of significance = significant; Fail to accept Ho

* p-value > 0.05 level of significance = not significant; Accept Ho

Table 4 presents the test of the difference in employees' work commitment as to educational attainment. Applying the Kruskal-Wallie's test, yielded a p-value lesser than the level of significance which indicates acceptance of the alternative hypothesis stating that there is a significant difference in employees' work commitment as to educational attainment. This implies that fairly educated and highly educated employees of the Hotel industry in Eastern India had a varying extent of work commitment. Thus, educational attainment, as a variable, can be used to determine the employees' work commitment to hotel industry establishments in Eastern India. Further, in the conduct of post hoc analysis using Dunn's test, it was found that continuance commitment among elementary level/graduate is significantly different from HS and College level employees. Also, normative commitment among elementary level/graduate is significantly different from HS, college level, and degree holder employees. Overall work commitment among elementary level/graduate is significantly different from HS and college level employees.

Education is a strong predictor of commitment (Sikorska, 2015). Adanse et al. (2017) stressed that people with lower educational levels and qualifications are more committed to their organization, as they rarely change their jobs. On the other hand, Sikorska (2015) revealed in his study that more educated staff members tended to report higher levels of organizational commitment.

Table 5. Test of Difference of Employees' Work Commitment as to Employment Status

Work Commitment	Employment Status	U-Value	p-value @ 0.05	Interpretation
Affective	2627.00	0.000	Significant	
Continuance	3191.50	0.012	Significant	
Normative	2921.50	0.001	Significant	
Overall	2842.50	0.001	Significant	

* p-value < 0.05 level of significance = significant; Fail to accept Ho

* p-value > 0.05 level of significance = not significant; Accept Ho

Table 5 shows the test of the difference in employees' work commitment as to employment status. Applying the Mann-Whitney test, yielded a p-value lesser than the level of significance which indicates rejection of the null hypothesis stating that there is no significant difference in work satisfaction among employees of the Hotel industry in Eastern India when analyzed according to their employment status. This implies that seasonal and permanent employees demonstrate a varying extent of work commitment. Hence, employment status, as a variable, can be used to determine the employees' work commitment to hotel industry establishments in Eastern India. Further, through post hoc analysis using Dunn's test, it was also found that there is a significant difference in work satisfaction as to affective, continuance, and normative among employees of the Hotel industry in Eastern India when analyzed according to their employment status.

Lee et al. (2017) averred the fact that there is a different degree of work commitment when analyzed as to the status of employment of hotel industry workers. Further, the said study also indicated that nonstandard employees expressed higher job satisfaction and higher organizational commitment but perceived lower job performance than standard employees did. Work status had no significant moderating effect on the relationships between job satisfaction, organizational commitment, and job performance. However, the results of the study indicated that supervisors' perceptions of nonstandard employees' job satisfaction, organizational commitment, and job performance were quite different from those of the nonstandard employees themselves. Adanse et al. (2017) pointed out that work status influences different dimensions of organizational or work commitment. In the study, regular employees were observed to be more committed as compared to seasonal or temporary employees.

Table 6. Relationship between Employees' Job Satisfaction and Work Commitment in Hotel Industry in Eastern India

Variables	Means	p-value	p-value @0.05	Interpretation
Job Satisfaction and Work Commitment	2.56 3.07	0.666	0.000	High Positive Correlation/Significant

*p-value < 0.05 level of significance = significant; Fail to accept Ho

*p-value > 0.05 level of significance = not significant; Accept Ho

Table 6 portrays the relationship between employees' job satisfaction and work commitment in the Hotel industry in Eastern India. Applying Spearman Rank-Order Correlation and using Cohen et al. (2014) interpretation guide for p-value revealed a high positive and significant relationship between job satisfaction and work commitment among employees in the Hotel industry in Eastern India. It means that satisfied employees in the Hotel industry in Eastern India were also highly committed to their work. It implies that job satisfaction is significantly linked to work commitment.

Normative commitment is the most influential form of organizational commitment, while continuous

commitment is the least influential in impacting job satisfaction (Qureshi, Qureshi, Thebo, Shaikh, Brohi, and Qaiser, 2019). Furthermore, the outcomes established a significant positive relationship between job satisfaction and the work commitment of employees in the Hotel industry. In addition, Kumar and Kumar (2016) support the aforementioned result averring the fact that job satisfaction has been considered an important constituent of organizational commitment, which contributes not only to organizational success and profitability but also to the growth, effectiveness, and efficiency, and low employee turnover. It was also observed that there is a cause-and-effect relationship between job satisfaction and commitment where job satisfaction is a cause. The study further revealed that dimensions like pay, promotion, workload and support of supervisory staff also affect job satisfaction and organizational commitment.

Conclusion

Committed employees are the backbone of every successful organization. If employees are well motivated, they tend to behave in a manner that will benefit the organization as they become satisfied and will channel their energies and skills to the organization's core objectives. With this, it was observed that Hotel industry employees in Eastern India were satisfied with their salary (existence), work environment (relatedness), and the way they were mentored or coached in their job performance (growth). Moreover, employees were committed to their work as they perceived that the establishment had a great deal of personal meaning to them (affective), that right now, staying with the establishment is a matter of necessity as much as desire (continuance), and the establishment deserves their loyalty (normative). Contrary to the findings of most studies on this subject, a significant difference was revealed in the level of job satisfaction of hotel industry employees in Eastern India when analyzed according to civil status. Likewise, a significant difference existed in employees' work commitment as to educational attainment and employment status.

Finally, aligned to the findings of most studies on this subject, a significant relationship existed between job satisfaction and work commitment among hotel industry employees in Eastern India. Such a relationship can be described as a highly positive correlation. Job satisfaction is an immediate antecedent of work commitment, while work commitment is an immediate antecedent of the intention to leave the workplace and turnover (Santa Cruz et.al, 2014, Wegger et.al, 2014). The higher the employee's job satisfaction and work commitment, the lower the intention to leave the organization.

Recommendations

1. Hotel industry stakeholders and operators should continue to improve and enhance their management practices particularly in ensuring that their employees were satisfied purposely to minimize employee turnover and ensure the establishments' profitability and sustainability.
2. Legislators and policymakers of Eastern India would implement policies targeting human resource interventions such as standardized salary, premium and benefits, and human development activities like seminars, training, or coaching to boost the human capital of hotel industries considering that Eastern India is one of the major tourist destinations of the country.

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