

Human Resource Management in Employee Job satisfaction of Budget Hotels in Kerala

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ABSTRACT

Human resource management function is the one the important functional area in the business organisation. It includes the functions like planning, organising, directing, and controlling of hiring, motivating and maintaining the human resource in the organisation. Human resource management functions can be classified under three categories, which is managerial function, operative function and advisory functions. Human resource management ensures satisfaction of employees and contribution of employees for the achievement of organisational goals. Among the different components of the Tourism industry, accommodation is one of the major components and it plays a vital role in tourism development. The accommodations are available for the tourists such as hotels, resorts, motels, lodges etc. The choice of the hotel is depends upon the economic power of the tourists. Kerala is paradise for tourists and having different tourist attractions and every year millions of people used to visit. This study focuses on the job satisfaction of the employees in budget hotels of Kerala.

Keywords: Human resource, Employee, Job satisfaction, Kerala, Hotel and hospitality

Introduction: Human resource management is the managing the human resources or employees of the business organisation. It is the process of selecting right people for the right job there by making use of talent and skills of the employees to achieve the goal of the organisation. It is also defined as the planning, organising, directing, and controlling of hiring, motivating, and maintaining the human resource in the organisation. The Human Resource Management includes two functions, they are managerial functions like planning, organising, staffing, directing, and controlling and operative functions like procurement, development, compensation, maintenance, motivation, and integration. Among the different resources, human resource is the important assets for the successful operation of organisation. The productivity of the organisation is dependent upon the satisfaction level of employees. Job satisfaction of the employees is the combined effect of mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues, and personality job fit. High job satisfaction employees are usually less absent, more productive, less likely to leave, more job commitment and more satisfaction in their lives. Due to globalisation and privatisation, the competition among the companies in the industry is becoming hectic and it also applicable to service industry. So, it is become an imperative for organisation to maintain appropriate working culture for the employees in the organisation. Job satisfaction is the extent of positive feelings that individuals have towards the job. The important factors in leading to employee job satisfaction includes good leadership practices, good manager relationship, recognition, advancement, feedback and support, clear direction and objectives and personal growth. The job satisfaction depends on the balance between work-role inputs (such as working time, education, effort) and work-role outputs (such as wages, status, working conditions, fringe benefits, intrinsic aspects). The factors like pay and benefits, fair performance appraisal, proper reward and recognition, career and promotional opportunities, the job itself, proper working conditions, autonomy in work, work life balance are having influence on employees' level of job satisfaction.

Tourism is a leisure activity of persons travelling from one place to another and staying not more than one consecutive year. After the globalisation, tourism activity is growing faster and number of tourists travelling across global as well as India is steadily increasing. Development in air transport, good roads for local transportation, good hotels with luxury rooms and restaurants and cheap vacation travel made the activity of tourism further. The basic components of tourism

industry are attraction, accessibility, accommodation, and amenities. Tourism attraction is the place of interest and it has cultural value, historical significance, and natural or built beauty offering leisure and amusement. Accessibility means the product and services are easily accessible to tourists. Amenities are facilities and services added with attractions. Accommodation is an establishment that provides a tourist for stay. The accommodations are available for the tourists such as hotels, motels, lodges, resorts, guest houses, Homestays etc. The accommodation is the major component in tourism sector and it plays a vital role in tourism development. The accommodation facilities are ranges from star hotels to budget hotels. The choice of hotel depends on the economic power of the tourists. The study focused on a job satisfaction of hotel employees in budget hotels.

Statement of the problem: Hotel and hospitality industries are playing a major role in travel and tourism industry. The success of hotel industry depends upon the productive and efficient employees. The quality output of the employees in their work is based on the level of job satisfaction they received. So, a need arises to study the job satisfaction of employees in budget hotels of Kerala.

Research Objectives:

- To study the profile of the employees working in budget hotels of Kerala.
- To assess the satisfaction level of employees working condition, grievance handling system, relationship with colleagues, reward systems, welfare facilities, wage systems, promotion and career development opportunities, job security provisions etc.
- To provide better suggestion for improving the level of job satisfaction of the employees working in budget hotels of Kerala.

Research Methodology: The data is collected from primary and secondary resources. The primary data is collected from Hotel employees through a standard questionnaire. The secondary data is collected from magazines, websites, research reports, books etc. The questionnaire was given to employees in budget hotels across the state of Kerala and the information was collected and use for analysis.

Sampling size and Techniques: For the purpose of the study sample of 100 employee's in 30 hotels in important cities of Kerala. Convenience sampling technique was adopted to collect the data.

Tools for data analysis: The data collected from the hotel employees are presented in the form of appropriate table. The data was analysed using basic statistical tools like percentage as well as Chi-square test.

Limitations of the study: This study is based on the data collected from employees of budget hotels in Kerala and observation made during the survey. The data may get affected by personal bias during data collection. The results of the study may be applicable to only the relevant area. With due awareness of these limitations, an attempt is made to analyse the "job satisfaction of employees working in budget hotels of Kerala.

Scope of the study: The job satisfaction is the extent to which an employee feels self-motivated and it is the major factor of an employee's organisations behaviour. A satisfied employee will be having positive attitude towards the job and in turn it leads to improvement in the efficiency and growth of the organisation.

Hypothesis of the study:

1. There is no relation between age and overall satisfaction.
2. There is no relation between gender and overall job satisfaction.
3. There is no relation between marital status and overall job satisfaction.
4. There is no relation between education level and overall job satisfaction.
5. There is no relation between experience and overall job satisfaction.
6. There is no relation between monthly income and overall job satisfaction.

Analysis and interpretation:

Age of the Employee: Out of 100 employees surveyed, 12 percent of the employees are in the age group of 18-25 years, 39 percent of employees are in the age group of 26-35 years, 33

Percent are 36-45 years, 13 percent are in the age group of 46-55 years and remaining are above 55 years.

TABLE: 1 AGE OF THE EMPLOYEE:

Age in Years	Number of Respondents	Percentage
18 – 25	12	12
26 – 35	39	39
36 – 45	33	33
46 – 55	13	13
Above 55	03	03
Total	100	100

Source: Primary data

From the above table, it is observed that majority (72 percent) of the employee’s age group are between 26 to 45 years.

Gender: Of the 100 respondents, 75 percent are male and remaining are female.

TABLE: 2 GENDERS

Gender	Number of Respondents	Percentage
Male	75	75
Female	25	25
Total	100	100

Source: Primary data

From the above table it is understood that majority (75 percent) of the employees working in the budget hotels are male.

Marital status: out of 100 employees interacted, 63 percent of the employees are single and remaining 39 percent are married.

TABLE: 3 MARITAL STATUSES

Marital Status	Number of Respondents	Percentage
Single	63	63
Married	37	37
Total	100	100

Source: Primary data

The above table indicates that majority (63 percent) of the budget hotels are single.

Educational Level: Of the 100 employees surveyed, 18 percent are completed their primary school, 28 percent are high school, 42 percent are higher secondary school, 11 percent are undergraduates and remaining are Post graduate qualification.

TABLE: 4 EDUCATION LEVEL

Education Level	Number	Percentage
Primary School	18	18
High School	28	28
Higher Secondary school	42	42
UG / Diploma	11	11
PG	01	01
Total	100	100

Sources: Primary data

From the above table it is understood that most of the employees are completed higher secondary school education.

Working Department: Out of 100 respondents, 16 percent are working in Housekeeping department, 10 percent of the employees are working in Front office, 40 percent are in servicing, 28 percent are in production and remaining are in other activities like accounting, administrative office work.

TABLE: 5 DEPARTMENTS

Department	Number of Respondent	Percentage
Housekeeping	16	16
Front office	10	10
Servicing	40	40
Production	28	28
Others	06	06
Total	100	100

Source: Primary data

The above indicates that majority of the hotel staffs are in service and production.

Designation: Out of 100 respondents, 16 percent are Executives, 32 percent are Staff and 52 percent are workers

TABLE: 6 DESIGNATIONS

Designation	Number of Respondent	Percentage
Executives	16	16
Staff	32	32
Workers	52	52
Total	100	100

Source: Primary data

The above table clearly indicates that majority (52 percent) of the respondent's designation are Staff.

Experience: The year of experience is the indicator for the performance of the work. Among the 100 employees surveyed, 37 percent of the respondents are having 0-5 years, 28 percent are having 6-10 years, 18 percent are 11-15 years, 11 percent are 16-20 years and remaining are having more than 20 years of experience.

TABLE: 7 EXPERIENCES

Experience in years	Number of Respondent	Percentage
0 – 5	37	37
6 -10	28	28
11 -15	18	18
16 -20	11	11
Above 20	06	06
Total	100	100

Source: Primary data

From the above table it is understood that most of the employees are having experience up to 5 years.

Monthly Income: Out of 100 employees surveyed, 49 percent of the employees having monthly income below Rs.10000, 30 percent are having monthly income between 10001 and 20000, 15 percent are having income between 20001 and 30000, 5 percent of the employee are having monthly income between 30001 and 40000 and remaining is having monthly income above 40000.

TABLE: 8 MONTHLY INCOME

Monthly Income in Rs	Number of Respondent	Percentage
Below 10000	49	49
10001 – 20000	30	30
20001 – 30000	15	15
30001 – 40000	5	5
Above 40000	1	1
Total	100	100

Source: Primary data

The above table indicates that most of the employees are having monthly income up to rs.10000.

Satisfaction about Working condition: Of the 100 employees, 31 percent of the employees are highly satisfied, 48 percent are satisfied, 15 percent are neither satisfied nor dissatisfied, 4 percent are dissatisfied and remaining are highly dissatisfied.

TABLE: 9 SATISFACTION ABOUT WORKING CONDITIONS

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	31	31
Satisfied	48	48
Neither satisfied nor dissatisfied	15	15
Dissatisfied	4	4
Highly Dissatisfied	2	2
Total	100	100

Source: Primary data

The above table indicates that most of the employees are satisfied about the working environment.

Satisfaction on Grievance handling system: Out of 100 employees surveyed, 34 percent of the employee are highly satisfied with the grievances handling system, 54 percent are satisfied with the grievances handling system, 9 percent are neither satisfied nor dissatisfied, 2 percent are

dissatisfied and remaining are highly dissatisfied.

TABLE: 10 SATISFACTION ON GRIEVANCE HANDLING SYSTEM

Level of satisfaction	Number of Respondents	Percentage
Highly satisfied	34	34
Satisfied	54	54
Neither satisfied nor dissatisfied	9	9
Dissatisfied	2	2
Highly Dissatisfied	1	1
Total	100	100

Source: Primary data

From the above table it is understood that majority (88 percent) of the employees are satisfied with the grievances handling system.

Satisfaction on Relationship with colleagues: Out of 100 respondents interacted with questionnaire, 33 percent are highly satisfied with the relationship with colleagues, 46 percent are satisfied, 12 percent are neither satisfied nor dissatisfied, 6 percent are dissatisfied and remaining are highly dissatisfied with the relationship with colleagues.

TABLE: 11 SATISFACTION ON RELATIONSHIP WITH COLLEAGUES

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	33	33
Satisfied	46	46
Neither satisfied nor Dissatisfied	12	12
Dissatisfied	6	6
Highly Dissatisfied	3	3
Total	100	100

Source: Primary data

The above table indicates that majority (89 percent) of the employees are satisfied with the relationship with colleagues.

Satisfaction on Reward system: Among the 100 employees surveyed, 27 percent of the

employee are highly satisfied with the reward system adopted by the tourism hotels, 47 percent are satisfied, 18 percent are neither satisfied nor dissatisfied, 5 percent are dissatisfied and remaining are highly dissatisfied.

TABLE: 12 SATISFACTION ON REWARD SYSTEM

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	27	27
Satisfied	47	47
Neither satisfied nor Dissatisfied	18	18
Dissatisfied	5	5
Highly Dissatisfied	3	3
Total	100	100

Source: Primary data

The above table indicates that most of the employees are satisfied about the reward system adopted by the tourism hotels.

Satisfaction on welfare facilities: Out of 100 employees surveyed on welfare facilities provided by the tourism hotels, 34 percent are highly satisfied, 47 percent are satisfied, 12 percent are neither satisfied nor dissatisfied, 4 percent are dissatisfied and remaining are highly dissatisfied.

TABLE: 13 SATISFACTION ON WELFARE FACILITIES

Level Satisfaction	Number of Respondents	Percentage
Highly Satisfied	34	34
Satisfied	47	47
Neither satisfied nor Dissatisfied	12	12
Dissatisfied	4	4
Highly Dissatisfied	3	3
Total	100	100

Source: Primary data

From the above table it is understood that most of the employees are satisfied about the welfare facilities provide by the tourism hotels.

Satisfaction on Promotion and Career development: Of the 100 employees surveyed, 21 percent of the employees are highly satisfied with the promotion and career development, 46 percent are satisfied, 18 percent are neither satisfied nor dissatisfied, 7 percent are dissatisfied and remaining are highly dissatisfied.

TABLE: 14 SATISFACTION ON PROMOTION AND CAREER DEVELOPMENT

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	21	21
Satisfied	46	46
Neither satisfied nor Dissatisfied	18	18
Dissatisfied	7	7
Highly Dissatisfied	8	8
Total	100	100

Source: Primary data

The above table clearly indicates that most of the employees are satisfied with the promotion and career development.

Job Satisfaction on Job security provisions: Out of 100 employees, 34 percent are highly satisfied with job security provisions, 52 percent are satisfied with the job security provisions, 9 percent are neither satisfied nor dissatisfied, 4 percent are dissatisfied and remaining are highly dissatisfied.

TABLE:15 JOB SATISFACTION ON JOB SECURITY PROVISIONS

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	34	34
Satisfied	52	52
Neither satisfied nor Dissatisfied	9	9
Dissatisfied	4	4
Highly Dissatisfied	1	1
Total	100	100

Source: Primary data

From the above table it is understood that majority of the employees are satisfied with the job security provisions.

Satisfaction on Personal factors: Out of 100 employees, 36 percent are highly satisfied with personal factors, 54 percent are satisfied with the personal factors, 5percent are neither satisfied nor dissatisfied with the personal factors.

TABLE: 16 SATISFACTIONS ON PERSONAL FACTORS

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	36	36
Satisfied	54	54
Neither satisfied nor Dissatisfied	5	5
Dissatisfied	4	4
Highly Dissatisfied	1	1
Total	100	100

Source: Primary data

The above table indicates that majority of the employees are satisfied with the personal factors.

Satisfaction on other factors: To find the overall satisfaction of budget hotels employees, the basic facilities such as canteen, rest room, rewards, recognition, accident compensation, welfare and promotion policy are grouped as other factors. Of the 100 employees, 31 percent are highly satisfied with the other factors in the tourism hotels, 51 percent are satisfied with the other factors, 9 percent are neither satisfied nor dissatisfied with the other factors.

TABLE: 17 SATISFACTIONS ON OTHER FACTORS

Level of Satisfaction	Number of Respondents	Percentage
Highly Satisfied	31	31
Satisfied	51	51
Neither satisfied nor Dissatisfied	9	9
Dissatisfied	6	6
Highly Dissatisfied	3	3
Total	100	100

Source: Primary data

The above table indicates that most of the employees are satisfied with the other factors.

Testing of Hypothesis using Chi-square test: In this study, HS indicates Highly Satisfied, S indicates Satisfied, NSD indicates Neither Satisfied nor Dissatisfied, DS indicates Dis-Satisfied, HDS indicates Highly Dis-Satisfied.

Relationship between age and overall satisfaction: The relationship between Age and Overall satisfaction is analysed using Chi-square test.

TABLE:18 RELATIONSHIP BETWEEN AGE AND OVERALL JOB SATISFACTION

Age in Years	Overall Job Satisfaction					Total
	HS	S	NSD	DS	HDS	
18-25	6	4	1	1	0	12
26-35	12	23	2	1	1	39
36-45	10	20	1	1	1	33
46-55	5	3	3	1	1	13
Above 55	0	0	2	1	0	03
Total	33	50	9	5	3	100

Source: Primary Data

Chi-Square test was conducted to examine the relationship between Age and Overall Job Satisfaction. The chi-square calculated value is $\chi^2 = 31.0408$ and the table value is 26.296. As the computed value is greater than table value the hypothesis is rejected at 5 percent level of significance. So, we conclude that age and overall job satisfaction of the employees are depending on each other.

Relationship between Gender and Job Satisfaction: Using Chi-square test, the relationship between Gender and Overall job satisfaction is analysed.

TABLE: 19 RELATIONSHIPS BETWEEN GENDER AND OVERALL JOB SATISFACTION

Gender	Overall Job Satisfaction					Total
	HS	S	MS	DS	HDS	
Male	21	41	6	5	2	75
Female	11	8	3	2	1	25
Total	32	49	9	7	3	100

Source: Primary data

The Chi-square value for the above table is 3.950 and that of table value is 9.488. As the Chi-square computed value is less than the table value, the null hypothesis is accepted at 5 percent level of significance. Hence there is no relationship between two variables Gender and Overall job satisfaction.

Marital status and Overall Job Satisfaction: The relationship between Marital status and Job satisfaction was found using Chi-square test. The Chi-square value for the data in the below table is computed as 15.856 and that of relevant table value at 5 percent level of significance is 9.488.

TABLE: 20 MARITAL STATUSES AND OVERALL JOB SATISFACTION

Marital status	Overall Job Satisfaction					Total
	HS	S	MS	DS	HDS	
Single	20	38	3	1	1	63
Married	12	11	6	5	3	37
Total	32	49	9	6	4	100

Source: Primary Data

The chi-square value is greater than the table value, the null hypothesis is rejected. So, there is a relation between marital status and overall job satisfaction.

Education Level and Overall Job Satisfaction: The relationship between education level and overall job satisfaction was computed as 36.3654 and that of table value at 5 percent level of significance is 26.296.

TABLE: 21 EDUCATION LEVEL AND OVERALL SATISFACTION

Education Level	Overall Job Satisfaction					Total
	HS	S	MS	DS	HDS	
Primary	8	32	1	1	0	42
High School	8	6	2	2	2	20
HSC	10	8	2	2	0	22
College	5	4	3	2	1	15
PG	0	0	1	0	0	1
Total	31	50	9	7	3	100

Source: Primary data

As the chi-square value is greater than the table value, the null hypothesis is rejected. So, there is relationship between education level and overall job satisfaction. They are dependent.

Education Level and Overall Job Satisfaction: The relationship between Experience and Overall job satisfaction was computed using the following values.

TABLE: 22 EXPERIENCES AND OVERALL JOB SATISFACTION

Experience	Overall Job satisfaction					Total
	HS	S	NSD	DS	HDS	
Up to 5	15	18	2	1	1	37
6 -10	9	17	1	1	0	28
11 -15	5	10	1	1	1	18
16 -20	2	4	2	2	1	11
Above 20	0	1	3	1	1	6
Total	31	50	9	6	4	100

Source: Primary data

The Chi-square value for the above table is computed as 29.3477 and that of table value at 5 percent level of significance is 26.296. As the chi-square value is greater than the table value, the null hypothesis is rejected. So there is relationship between tow variables experience and overall job satisfaction.

Monthly income and overall job satisfaction: The relationship between monthly income and overall job satisfaction is computed using chi-square test.

TABLE: 23 MONTHLY INCOMES AND OVERALL JOB SATISFACTION

Monthly Income	Overall Job Satisfaction					Total
	HS	S	NSD	DS	HDS	
Below 10000	19	28	1	1	0	49
10000-20000	10	15	3	1	1	30
20000-30000	3	7	2	2	1	15
30000-40000	0	0	2	2	1	5
Above 40000	0	0	0	0	1	1
Total	32	50	8	6	4	100

Source: Primary data

The Chi-square value for the above table is 57.3598 and that of table value is 26.296. So, the null

hypothesis is rejected. So, there is a relationship between monthly income and overall job satisfaction.

Findings:

- ❖ The study shows that the majority (39%) of the hotel employees are in the age group of 26 to 35 years.
- ❖ The study presents that majority of the employees (75 percent) in the tourism hotels are male.
- ❖ The study indicates that majority (63 percent) of the employee are single.
- ❖ The study indicates that most of the (42 percent) of the employee completed their higher secondary course.
- ❖ It is found that majority of the employees (40 percent) are working in service department.
- ❖ The study shows that 52 percent of the employees are workers (staff level), 32 percent of the respondents are staff (middle level) and 16 percent of the respondents are executives.
- ❖ The study shows that most of the employees (37 percent) work experiences are up to 5 years.
- ❖ The study indicates that most of the employees (49 percent) monthly income are up to rs.10000/.
- ❖ The study indicates that 79 percent of the hotel employees are satisfied with working conditions, 88 percent of the respondents are satisfied with grievance handling system, 79 percent of the employees are satisfied with relationship with their colleagues, 74 percent of the employees are satisfied with the reward system in the hotels, 81 percent of the employees are satisfied with the welfare facilities offered in the company, 67 percent of the employees are satisfied with promotion and career development adopted in tourism hotels, 86 percent of the respondents are satisfied with job security provisions, 90 percent of the respondents are satisfied with personal factors and 82 percent of the employees are satisfied with other factors.
- ❖ By applying chi-square test to examine if any relationship exists between age and job satisfaction, the study shows that age and overall job satisfaction depends on each other.
- ❖ The chi-square test reveals that the relationship between gender and job satisfaction are independent.
- ❖ The chi-square test was applied to assess the, if there is any relationship between marital

status and overall job satisfaction. The results shows that there is relationship between the above two factors, and they are dependent.

- ❖ By applying chi-square test, it was revealed that there is relationship between educational level and overall job satisfaction.
- ❖ The chi-square test shows that there is a relationship exists between experience and overall job satisfaction.
- ❖ The chi-square test reveals that there is a relationship exists between monthly income and overall job satisfaction and the monthly income and overall job satisfaction of employee depend on each other.

Recommendations:

- The service units in the study area lack the relationship between workers and staff/executives. So, organisation should take initiatives to improve the relationship between workers and staff / executives.
- Working conditions, canteen, rest room facilities, rewards and recognition and promotion policies are lack in the organisation. Necessary steps to be taken to improve the above-mentioned factors.
- To reduce the employee turnover, the organisation has to give importance in employees' welfares and job security.
- The organisation must modify the reward system of employees and the promotion of employee should be based on the merit, educational qualification and experience.

Conclusion: Job satisfaction is the feeling of employees about his job. To get job satisfaction, the organisation has to provide good work environment and there by the increase the employee morale. The job satisfaction enhances the employee performance in their work and increases the productivity of the employees and which leads to high profits to the organisation. It also improves the customer satisfaction as well as customer retention. Based on the findings of the research, few suggestions have been given to develop the overall job satisfaction of the employee. By implementing the above suggestions effectively, it will improve the job satisfaction of the employee and overall performance of the hotel employees in Kerala.

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