

Job Satisfaction and Organizational Commitment of Employees Working in the Hospitality Industry of West Bengal

Disha Halder, Dr. Ishita Chatterjee

(Guest Lecturer, Bangabasi College, University of Calcutta)

(Assistant Professor, Grade III, Department of Applied Psychology, University of Calcutta)

Corresponding Author: Disha Halder

ABSTRACT: *Hospitality industry is flourishing in the current decade. It is a significant contributor to economic growth. The number of hotels and resorts are increasing each year in West Bengal. Either for work or for travel and tourism, the demands for hotels and resorts are in rise in Kolkata and its surroundings to name a few – Durgapur, Haldia, Raichak, Shantiniketan, Digha and many other tourist spots of West Bengal. Increasing demands of workforce in this sector is leading to creation of job opportunities, yet the research in this area with a sample from West Bengal is scanty.*

With this in background, the present research is conducted to study the Job satisfaction and Organizational commitment of 600 employees in Hospitality industry of which 400 were employed in operation level (200 male and 200 female), age ranging from 21 to 40 years and 200 employees at executive level of which (100 male and 100 female), age ranging from 25 to 35 years. A short, close-ended structured interview were conducted on them on different dimensions of job satisfaction and organizational commitment. The responses were grouped into 3 categories and the frequencies were calculated along with the percentage for the selected dimensions of Job satisfaction and Organizational commitment. The responses show in general, a negative skewness for more employees were found to be more dissatisfied than satisfied, the females at the operational level were found to be more satisfied and committed to their jobs than their male counterparts. But it is just the reverse in case of executive level employees, where females were found to be slightly less satisfied than their male counterparts. The level of satisfaction and commitment have a direct impact on the performance and customer satisfaction. The findings are relevant for the hoteliers and allied associations in the long run, for the industry to flourish. The findings should be considered and given due importance and accordingly the welfare schemes and facilities be revised for gainful employment in this sector. For employee are asset and backbones to this industry. Happy employees can generate happy customers.

KEYWORDS: *Job Satisfaction, Organizational Commitment, Hospitality management and West Bengal.*

Date of Submission: 08-03-2019

Date of acceptance:28-03-2019

I. INTRODUCTION

India has always been a place of attraction, travelers from different corners of the world has come to explore India either for just visiting or for work or both. The cause may be the natural or the cultural diversity, which makes India incredible.

The tourism and hospitality industry of India is gradually developing among other service sectors. It is seen to contribute 6.23% to the National GDP and 8.78% of the total employment in the country. This vast business industry can be divided into two broad areas: (a) Tourism – This part includes the therapeutic and social protection tourism, endeavor tourism, inheritance tourism, ecotourism, nation tourism, tribal life tourism and voyage tourism. (b) Hotels – This part includes the lodging join business motels, suite hotels, resorts, air terminal hotels, residing clubs, guest houses, boutique hotels, inns and assembling centers.

The tourism destinations India has significant inclusion of the rich cultural heritage, variety in ecology, terrains and places of natural beauty spread across the country. Besides being a strong industry of foreign exchange in the country, it is also a huge employment generator. During January – October 2018 FEES from tourism increase 8.30% year – on – year to US \$ 23.54 billion. (www.ibef.org)

The travel and tourism sector in India accounted for 8% of the total employment opportunities generated in the country in 2017, providing employment to around 41.6 million people during the same year. The number is expected to rise by 2% per annum to 52.3 million jobs by 2028. The International hotel chains are also spreading their wings in country, increasing the shares of tourism and hospitality up to 50% in India by 2022.

The increasing incoming of foreign tourists is expected to rise up to 30.5 million by 2028. The main attractions being cruises, adventure, medical, wellness, sports, MICE (Meetings, Incentives, Conferences and Exhibitions), eco-tourism, film, rural and religious tourism. Government is also coming up with a number of policies and infrastructure developments.

The tourism and hospitality industry in Bengal is currently in a swing, from the decade old grayish scenario to a colourful marketplace. "We have a total of approximately 5,500 keys in Kolkata between 2 star and 5 star facilities which is expected to touch 7,500 by the end of 2016-17 with a series of brands throwing open their gates in the city this fiscal," Sudesh Poddar, President of Hotel and Restaurant Association of Eastern India (HRAEI).

The upcoming hospitality brands in West Bengal includes Inter - Continental Hotel Groups (Holiday Inn), Starwood Hotels and Resorts Worldwide (Westin).

So, this big, developing industry needs a great effort to create and retain a group of loyal customers. However, to accomplish this goal, the satisfaction and retention of frontline employees is of great importance, especially in the hotel industry which implies working with people (Petronic&Markowic, 2012). Regarding the circumstances which shape the hotel industry today, such as high labour intensiveness, constant human interaction, dependence on other colleagues (Galicic&Laskarin, 2016) managing employee satisfaction in the hotel industry compared to other industries represents the most critical point of hospitality management industry. There is no doubt that employees who are satisfied with their jobs are likely to provide good customer service (Chi &Gursoy, 2009; Dabholkar & Abston, 2008), stay in their jobs for longer and treat their customers better (Lee & Way, 2010).

Job satisfaction and Organizational commitment are two important factors to be discussed, as these two plays a vital role in retaining trained and expert employees in the industry. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviour and the practice of human resource management.

Job satisfaction or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction can be measured in cognitive, affective, and behavioral components. Researches have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job or cognition about the job.

According to Locke, (1969) job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job experience". Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. Spector (1985), has given nine facets of Job satisfaction, in a form of survey which is one of the many existing scales.

These are: 1) Work itself – This includes the job content, the responsibility of the employee.

2) Pay – The salary, which has to follow an equity among all the employees of the organization.

3) Promotion – The chances for advancement in the organization.

4) Supervision – The behaviour of the supervisors and their ability to train.

5) Co – workers – The need of affiliation with the co-workers is also important.

6) Reward – Incentives and rewards also play a vital role.

7) Communication – This involves direct and indirect communications among all the employees and also with the employer.

8) Benefits – The medical insurances, profit end fund are also necessary.

9) Working conditions – It has a direct effect on job satisfaction of employees.

10) General – This category involves both job content and job context behaviours.

Spector (1997) also lists 14 factors which directly relates to the job satisfaction of the employees, those are; appreciation, communication, coworkers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision.

Organizational commitment is the bond employees experience with their respective organization. A well committed employee will always feel a strong connection with their organization, feel that they fit in and they are well acquainted with the goal of the organization. These employees are more determined with their job, show relatively high productivity and are more proactive in offering their support.

Organizational commitment is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

Meyer and Allen, (1991) has proposed a three - dimensional model of Organizational commitment based on its multi-dimensional nature:

1) Affective Commitment – This involves the employees' emotional attachment to, identification with, and involvement in the organization.

2) Continuance Commitment – Commitment based on the costs that the employee associates with leaving the organization.

3) Normative Commitment – This includes the employees' feelings of obligation to stay with the organization.

Delobbe and Vandenberghe (2000) has also studied the reliability and validity of four dimensions of Organizational commitment among Belgian employees. Those are Internalization, Affective commitment, Continuance commitment and Compliance. In this study they assessed the factor structure of the four organizational commitment dimensions using well-established measures of these constructs.

With this in background the present study is conducted to study the job satisfaction and organizational commitment of employees in hospitality industry of West Bengal.

II. REVIEW OF LITERATURE:

Studies on Job satisfaction and Organizational commitment of the employees in the field of hospitality management have diverse results and findings. Studies on job satisfaction of the employees in the field of hospitality and tourism suggests that proper training, organizational culture, family-work supportive policies and stress management are directly related to job satisfaction. And, job satisfaction and organizational commitment has direct relation (Kong, Jiang, Chan & Zhou; 2018). Other factors like autonomy, power of decision making, flexible schedules, better working conditions and training also promotes job satisfaction (Borralha, Jesus, Pinto & Viseu; 2016). It can also be said that a work environment where employees can achieve a feeling of satisfaction can be linked to quality of service and retaining quality employees (Lee & Way; 2010). Age, income level, and education have significant relations with extrinsic job satisfaction (Gunlu; 2010). And, when the employees know what the organization expects from them, they are more likely to meet role obligations and show more job satisfaction (Bowen & Schneider; 1985).

The career satisfaction has positive influences on employees' organizational commitment (Hsu & Tsai; 2014). Extrinsic, intrinsic and general job satisfaction has a significant effect on normative commitment and affective commitment. Also, the dimensions of job satisfaction do not have a significant effect on continuance commitment among the managers of large – scale hotels (Gunlu; 2010). Perceived support from organization and supervisors relates to higher organizational commitment (Johanson & Cho; 2007). The working environment and right tools effect organizational commitment of the hotel employees (Adanse, Yamga & Atinga; 2017). Flexible work hours relate to higher organizational commitment and job satisfaction for those having family responsibilities (Scandura & Lankau; 1998).

Some researches on this particular field has also been done in India. The research findings of hotel employees of Tamilnadu show that, more star rated the hotel is, more job satisfaction is there. Compensations, benefits, company policies, training and development and opportunity for promotion have direct relations with job satisfaction (Selvanayagam & Thiagarajan; 2017; Chaturvedi; 2010). Organizational commitment was found to be acting as a mediator between training and service quality (Dhar; 2015). Professional commitment is negatively related with job involvement, affective organizational commitment, normative organizational commitment and team commitment (Singh; 2015). Leader-member exchange and perceived organizational support both positively influences organizational commitment, whereas, job stress has negative effect on organizational commitment of hotel employees in Delhi (Garg & Dhar; 2014). Pay structure, preparing and

advancement, correspondence, nature of work, supervision and type of communication channels practiced in the organization effects job satisfaction in hotel industry (Kashyap &Goyal; 2019).

Objectives Of The Study:

To assess the level of job satisfaction and organizational commitment of operational level employees working in the hotels and resorts of West Bengal.

To assess the job satisfaction and organizational commitment of executive level employees working in the hotels and resorts of West Bengal.

To find out whether the level of job satisfaction and organizational commitment of the male employees working in the operational level and executive level varies from their female counterparts.

III. METHODOLOGY:

SAMPLE AND COLLECTION OF DATA:

The present study has been conducted on the employees of Hospitality industry who works on hotels and resorts of West Bengal. Job satisfaction and Organizational commitment of 600 employees has been assessed of which 400 were from Operational level (200 Males and 200 Females). The age ranging from 25 to 40 years and having a work experience of minimum 2 years in this particular field.

The rest 200 employees are from Executive levels of which 100 are males and 100 females. The age ranging from 30 to 45 years with a minimum 2 years of work experience in this field of Hospitality management.

Data has been collected with the help of a short, close-ended, structured interview following the dimensions of Job Satisfaction given by Spector (1997) and Organizational commitment given by Delobbe and Vandenberghe (2000).

STATISTICAL ANALYSIS:

After collecting the data from above mentioned sample, content analysis has been done. The responses were grouped into 3 categories and the frequencies were calculated along with the percentage for all the dimensions.

IV. RESULTS AND FINDINGS:

TABLE 1: Result of the content analysis done on the dimensions of JOB SATISFACTION of OPERATIONAL LEVEL employees.

DIMENSIONS OF JOB SATISFACTION	HIGHLY SATISFIED		MODERATELY SATISFIED		SPARSELY SATISFIED	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
SALARY	20	50	80	100	100	50
	10%	25%	40%	50%	50%	25%
SUPERVISOR	40	60	95	90	65	50
	20%	30%	47.5%	45%	32.5%	25%
REWARD	30	45	75	85	95	70
	15%	22.5%	37.5%	42.5%	47.5%	35%
CO-WORKERS	100	79	75	81	25	40
	50%	39.5%	37.5%	40.5%	12.5%	20%
COMMUNICATION	60	63	75	77	65	60
	30%	31.5%	37.5%	38.5%	32.5%	30%
PROMOTION	13	20	54	65	133	115
	6.5%	10%	27%	32.5%	66.5%	57.5%
BENEFITS	25	23	65	67	110	110
	12.5%	11.5%	32.5%	33.5%	55%	55%
CONDITIONS	75	63	95	98	30	39
	37.5%	31.5%	47.5%	49%	15%	19.5%
WORK ITSELF	65	68	75	70	60	62
	32.5%	34%	37.5%	35%	30%	31%
GENERAL	35	43	63	72	102	85
	17.5%	21.5%	31.5%	36%	51%	42.5%

TABLE 2: Result of the content analysis done on the dimensions of JOB SATISFACTION of EXECUTIVE LEVEL employees.

DIMENSIONS OF JOB SATISFACTION	HIGHLY SATISFIED		MODERATELY SATISFIED		SPARSELY SATISFIED	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
SALARY	25	29	35	26	35	50
	25%	29%	35%	26%	35%	50%
SUPERVISOR	35	30	35	40	30	30
	35%	30%	35%	40%	30%	30%
REWARD	25	30	32	35	43	35
	25%	30%	32%	35%	43%	35%
CO-WORKERS	35	33	45	47	20	20
	35%	33%	45%	47%	20%	20%
COMMUNICATION	41	35	49	42	10	23
	41%	35%	49%	42%	10%	23%
PROMOTION	25	20	35	30	40	50
	25%	20%	35%	30%	40%	50%
BENEFITS	25	25	40	35	35	40
	25%	25%	40%	35%	35%	40%
CONDITIONS	35	30	50	40	15	30
	35%	30%	50%	40%	15%	30%
WORK ITSELF	30	25	50	55	20	20
	30%	25%	50%	55%	20%	20%
GENERAL	16	13	40	37	44	50
	16%	13%	40%	37%	44%	50%

TABLE 3: Result of the content analysis done on the dimensions of ORGANIZATIONAL COMMITMENT of OPERATIONAL level employees.

DIMENSIONS OF ORGANIZATIONAL COMMITMENT	HIGHLY COMMITTED		MODERATELY COMMITTED		SPARSELY COMMITTED	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AFFECTIVE COMMITMENT	60	66	70	79	70	55
	30%	33%	35%	39.5%	35%	27.5%
CONTINUANCE COMMITMENT	50	65	60	70	90	65
	25%	32.5%	30%	35%	45%	32.5%
INTERNALIZATION	40	38	70	77	90	85
	20%	19%	35%	38.5%	45%	42.5%
COMPLIANCE	55	66	80	85	64	50
	27.5%	33%	40%	42.5%	32%	25%

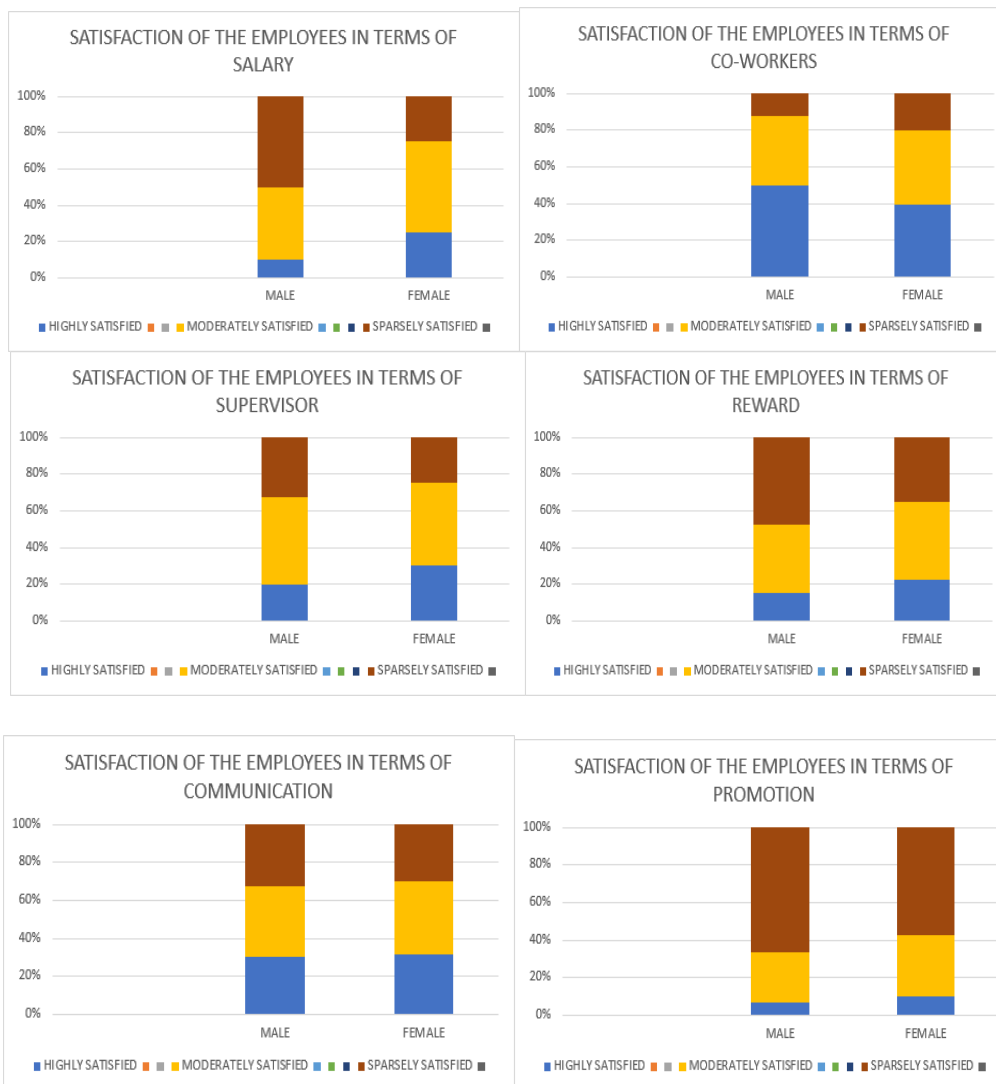
TABLE 4: Result of the content analysis done on the dimensions of ORGANIZATIONAL COMMITMENT of EXECUTIVE level employees.

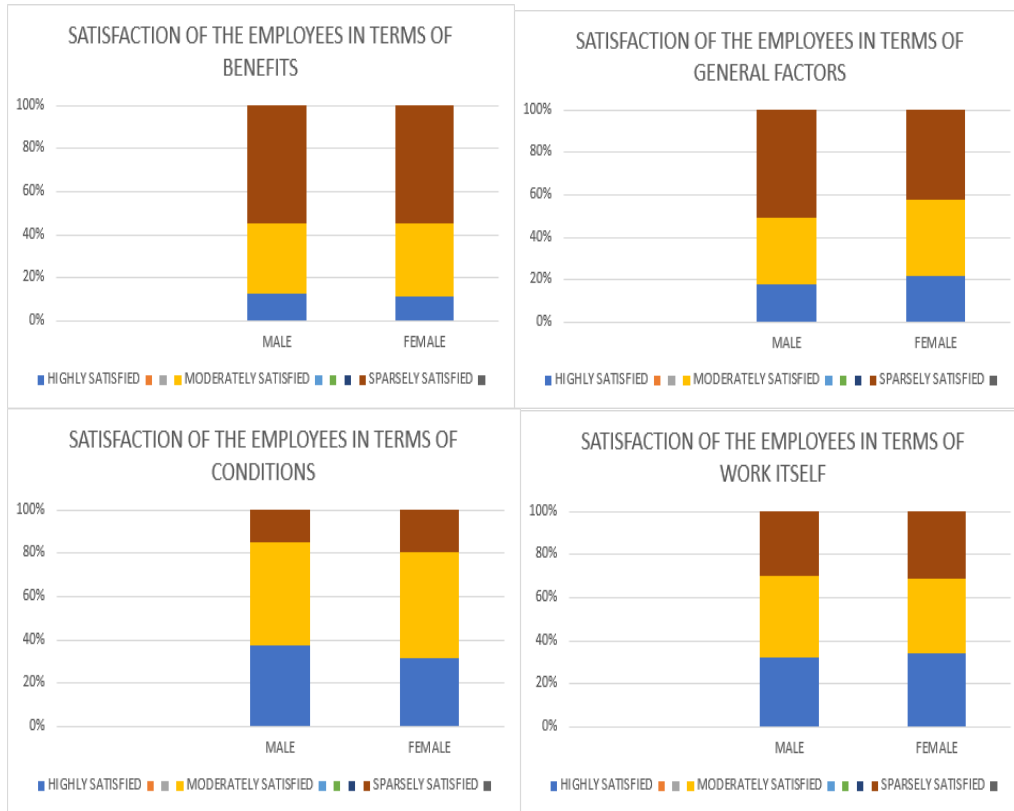
DIMENSIONS OF ORGANIZATIONAL COMMITMENT	HIGHLY COMMITTED		MODERATELY COMMITTED		SPARSELY COMMITTED	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE

Job Satisfaction And Organizational Commitment Of Employees Working In The Hospitality ...

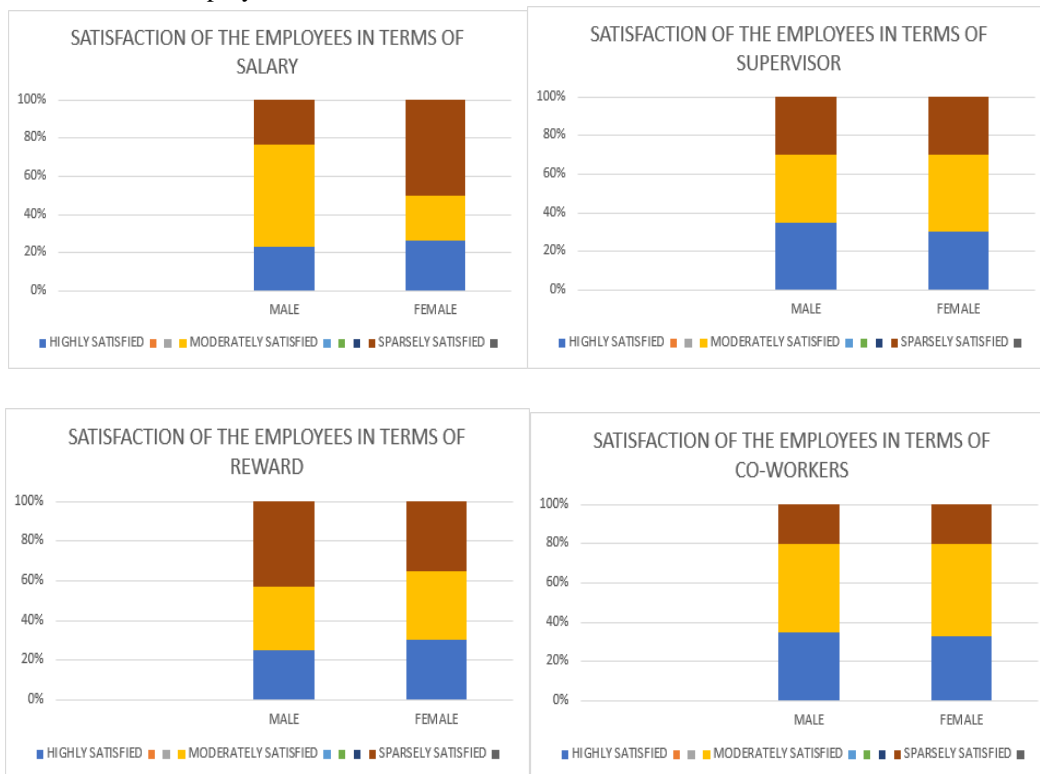
AFFECTIVE COMMITMENT	20	22	40	38	40	40
	20%	22%	40%	38%	40%	40%
CONTINUANCE COMMITMENT	30	28	40	37	30	35
	30%	28%	40%	37%	30%	35%
INTERNALIZATION	28	25	38	40	34	35
	28%	25%	38%	40%	34%	35%
COMPLIANCE	30	30	40	40	30	30
	30%	30%	40%	40%	30%	30%

The graphical representation of the levels of JOB SATISFACTION following the dimensions, of OPERATIONAL LEVEL employees.



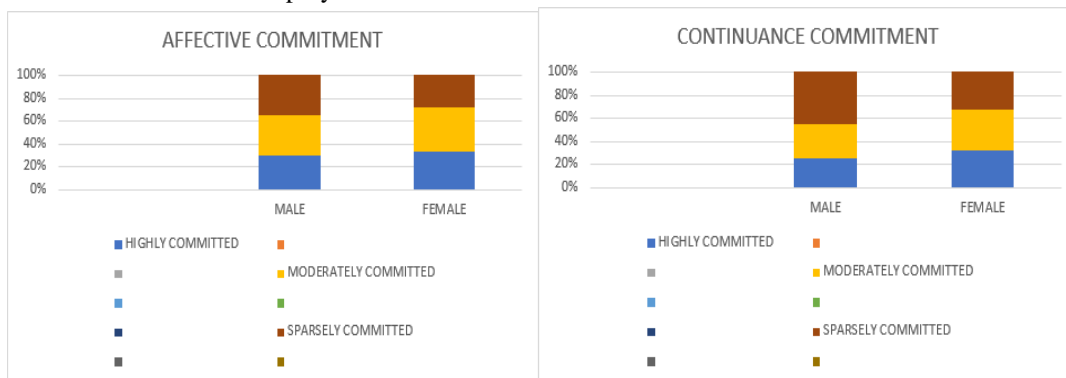


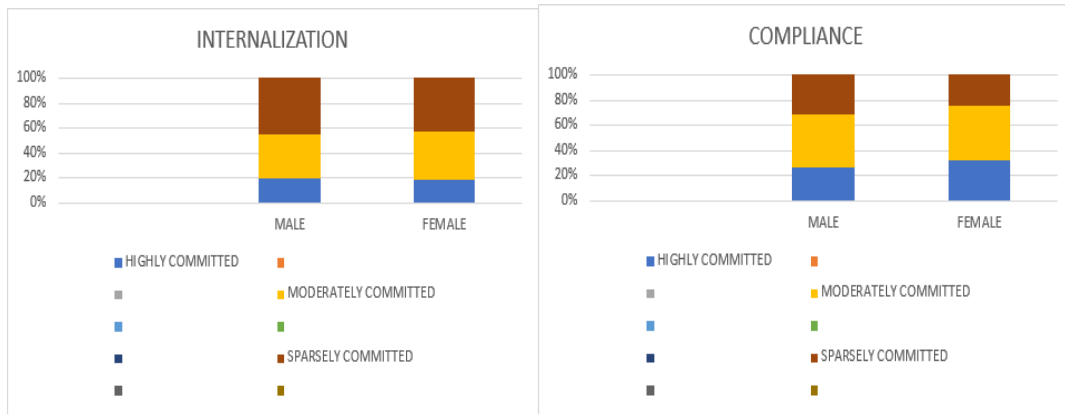
The graphical representation of the levels of JOB SATISFACTION depending on the dimensions, of EXECUTIVE LEVEL employees.



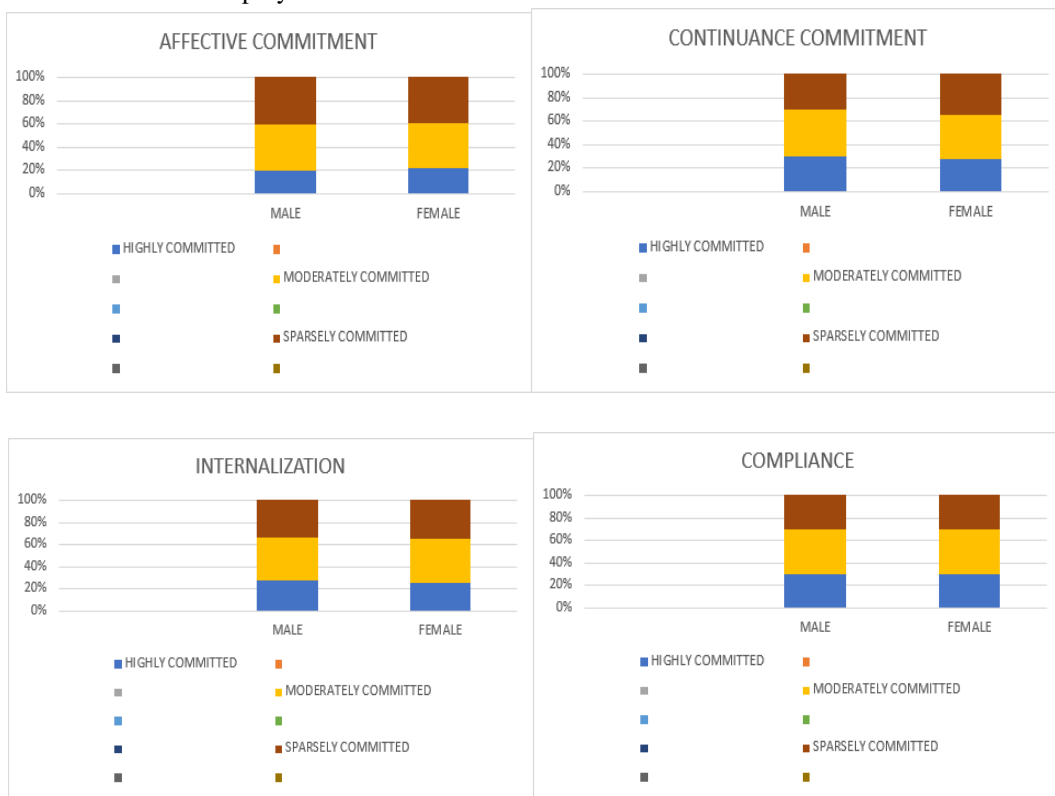


The graphical representation of the levels of ORGANIZATIONAL COMMITMENT following the dimensions, of OPERATIONAL LEVEL employees.





The graphical representation of the levels of ORGANIZATIONAL COMMITMENT following the dimensions, of EXECUTIVE LEVEL employees.



V. DISCUSSION:

The job satisfaction level of the operational level female workers is highest. This can be attributed to the fact, most of the female workers operating in this field were mainly employed in the unorganized sector where there was no fixed income and job security; but this kind of industry has given them a proper place to work, a fixed income – may be low but secured, to get it at the end of the month. Moreover, they are getting co-workers' support, a proper organizational climate and culture which makes them more committed to their work. Moreover, most of them were local and they could feel that they cannot desire for more. But the male employees of the same level were mostly local workers and a number of them were relocated from different places and slightly more educated and trained than their female counterparts. Also, they need more amount of salary because many of them are the only earning member of the family. The comparative lower satisfaction in case of

promotion is also visible, the operational level employees are hardly promoted so they have a static position which also promotes job dissatisfaction. They had higher expectations from the job content, many of them are also not satisfied with the work they had to perform which made them feel less satisfied than their more satisfied and committed female counterparts. As, factors like - autonomy, power of decision making, flexible schedules, better working conditions and training promotes job satisfaction (Borralha, Jesus, Pinto & Viseu, 2016).

The findings revealed for both the sexes a bell-shaped curve with most of the employees to fall in the middle category of being moderately satisfied and moderately committed to their work.

The findings are somewhat, in line to the findings by Bhatt (2017), who did a survey on job satisfaction and organizational commitment in hospitality industry from others parts of India.

In case, of executive level employees, the males are found to be more satisfied and committed as their level was slightly higher than their female counterparts though both are executive level. They had more space for showing their leadership and creativity than their female counterparts. They also show a comparative high score in the dimensions of promotion, working conditions and work content. In executive rank chances for promotion are more and that also relates to higher reward. The higher - level employees also get better conditions to work, as they mainly work inside the hotels. On the other hand, female employees suffer from work-family conflict comparatively more than their male counterparts as they also have to manage responsibilities related to home. As, flexible working hours relates to higher organizational commitment and job satisfaction for those having family responsibilities (Scandura & Lankau, 1998). And, still many organizations are male dominated, which also is another vital cause for this outcome as they don't get promotions or rewards, their leadership qualities are also curbed.

Job satisfaction and employee commitment are more significant and controversial element in human resource management and they are linked with a couple of things like work values, work motivation and work involvement. In the present study, female employees of the Operational level show higher affective and continuance commitment, which comes from higher job satisfaction. Here, we can refer to the study of Chaturvedi (2010); she has also claimed that affective commitment is significantly related to job satisfaction. Employee satisfaction and commitment is highly influenced by the level of motivation which is essential for evoking positive attitudes. In case of male employees of the Operational level, internalization and compliance is higher. And, in cases of the Executive level employees, both male and female employees show similar organizational commitment.

For the hospitality industry the extrinsic rewards like salary, promotion and incentives needs to be redefined to make the work more meaningful and gainful for the employees. Achieving a balance between organizational goals and workers' needs, requires a humanitarian touch and a psychological view of the dynamic between trade and stability. They must be given chances to show their creativity and leadership ideas.

Organizations could motivate their employees by generating more promotion opportunities and make them more skillful by arranging time to time in-house and out-house training and development programs that would make them more engaged, skillful, satisfied and committed employees. Job rotation can also break the monotony and boredom of hospitality industry employees. Flexible work shifts, good working conditions and supportive supervisors are also needed for employee satisfaction and in reducing turnovers. The implicating ideas of the present study go hand in hand with the study done by Borralha, Jesus, Pinto and Viseu (2016) on job satisfaction of hotel employees. Most of the employees of the hospitality industry are young and fresh, and they need nurturing for developing morale, involvement and commitment. They must get chances to show their creativity and applying their knowledge in the practical field, as it will encourage them more.

REFERENCES:

- [1]. BHAT, R. K. (2017). Job Satisfaction & Organizational Commitment in the Hospitality Industry (Doctoral dissertation, SAM HIGGINBOTTOM UNIVERSITY OF AGRICULTURE, TECHNOLOGY & SCIENCES ALLAHABAD-211007 (UP) INDIA).
- [2]. Chang, H. T., Hsu, H. M., Liou, J. W., & Tsai, C. T. (2013). Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources. *Journal of Applied Social Psychology*, 43(10), 2120-2135.
- [3]. Chaturvedi, V. (2010). A study on factors affecting job satisfaction of employees in hotel industry: A study with reference to few categorized hotels in NCR. *Management Prudence*, 1(2), 40.
- [4]. da Borralha, S., de Jesus, S. N., Pinto, P., & Viseu, J. (2016). Job satisfaction in hotel employees: A systematic review of the literature. *Journal of Spatial and Organizational Dynamics*, 4(1), 4-20.

- [5]. Delobbe, N., & Vandenberghe, C. (2000). A four-dimensional model of organizational commitment among Belgian employees. *European Journal of Psychological Assessment*, 16(2), 125.
- [6]. Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
- [7]. Garg, S., & Dhar, R. L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75.
- [8]. Grobelna, A., Sidorkiewicz, M., & Tokarz-Kocik, A. (2016). Job satisfaction among hotel employees: analyzing selected antecedents and job outcomes. a case study from Poland. *Argumenta Oeconomica*, (2 (37)), 281-310.
- [9]. Gunlu, E., Aksarayli, M., & Şahin Perçin, N. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22(5), 693-717.
- [10]. Johanson, M. M., & Cho, S. (2007). Organizational commitment and loyalty among part time hospitality employees. *Hospitality Review*, 25(2), 3.
- [11]. Kashyap, M. H., & Goyal, A. A study on Factors Influencing Employee Job Satisfaction in Hotel Industry: A study with Reference to Hotels in Jaipur.
- [12]. Kong, H., Jiang, X., Chan, W., & Zhou, X. (2018). Job satisfaction research in the field of hospitality and tourism. *International journal of contemporary hospitality management*, 30(5), 2178-2194.
- [13]. Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(4), 377-391.
- [14]. Selvanayagam, B. L., & Thiagarajan, M. Job Satisfaction of Room Service Personnel in Star Hotels.
- [15]. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage publications.
- [16]. Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment: A study of generational diversity. *Benchmarking: An International Journal*, 22(6), 1192-1211.
- [17]. Sukmana, I. T., & Adinegara, G. N. J. (2018). ANALISIS KOMITMEN ORGANISASIONAL TERHADAP PRESTASI KERJA KARYAWAN GRAND INNA KUTA BALI. SINTESA.
- [18]. www.ibef.org