



## A STUDY ON JOB SATISFACTION OF EMPLOYEES WORKING AT SWAROOP VILAS

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### Abstract

If the power of positive attitude can perform miracles, the power of negativity can cause disastrous results. Job satisfaction can be defined as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. Therefore, it is a critical factor behind employees' performance at work place.

Employees are the only non imitable resource of any organization. All other resources can be duplicated by the competitors. It is the attitude and commitment of work force which differentiate a successful organization from others. The present study focuses on level of job satisfaction of employees working at Swaroop Vilas hotel. The study also attempts to analysis various factors that lead to satisfaction in employees.

**Keywords-** Job satisfaction, Employees.

### 1. Introduction

The term Job satisfaction means employee's positive and negative feelings toward his or her work. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. It can be defined as the extent to which employees feel contented after while doing his/her job. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work etc. Job satisfaction is one of the most widely discussed issues in human resource management and organizational management. The implications of job satisfaction can produce both positive and negative behavior and each of the organization tries to avoid negative behavior because it will have a negative impact on the overall achievement of organizational effectiveness and organizational performance. Job satisfaction becomes more important in service sector.

A Hotel with a difference, Hotel swaroop vilas is situated at Udaipur, combines traditional Mewari style of architecture with all contemporary comforts. The hotel is rated as a three star hotel. The rooms offer views of the lake, swimming pool, garden and the courtyards. Swaroop Vilas was established in 2002. The hotel is located within convenient distance from the city center. The hotel's location is nearby to all important monuments and lakes so that tourists feel easy to visit Udaipur at its best. At presents there is total number of 59 employees working in Swaroop vilas in various departments. Out of these, 3 belong to managerial level. Satisfaction reflects in performance of an employee and therefore it is inevitable for hotels to make it better to leverage best performance in terms of quality of service.

Employers face the challenges of maintaining productivity as well as keeping their workforce engaged and motivated. Environmental pressures, rising health care costs, and the needs of the workforce have placed management in a complicated and tenuous situation. The answer lies with creating a work environment that maintains employee job satisfaction as well as motivates people toward exceptional performance. The present study focuses on job satisfaction level of employees working at Swaroop Vilas.

### 2. Research Methodology

- **Objectives of the study:** Following were the objectives of the study-
  - To analyse the level of job satisfaction in employees working at Swaroop Vilas.
  - To identify the dimensions requiring improvement.
- **Research Design:** It refers to the arrangement of the conditions for data collection, data processing and data interpretation in such a way that combines both economy in procedure and relevance of research purpose. An exploratory research was conducted initially to have an overview of the subject under investigation which includes review of available literature and discussion with experts. Exploratory research was followed by **descriptive research**.

- **Data Collection:** Data was collected through primary and secondary sources. Primary sources include data collected using questionnaire based on a 5 point Likert scale ranging from “1: Strongly Disagree”, “2: Disagree”, “3: Neutral”, “4: Agree” and “ 5: Strongly Agree. The scale consists of 15 statements to measure job satisfaction of employees. Secondary data was collected through books, internet and websites. The reliability of the questionnaire was tested through Cronbach alpha score.
- **Sampling Frame:** The report comprises the views of employees working at Swaroop Vilas Udaipur.
- **Sampling Method:** Convenience (Non probability) sampling has been used to select sampling units (respondents) from sampling frame. Respondents were selected such that they represent various levels. Sample includes employees having varied experience and from different departments of Swaroop Vilas in order to get different viewpoints about the subject under investigation.
- **Sample Size:** A total number of 45 employees were selected as respondents for the study.
- **Scope of the study:** The study is confined to Swaroop Vilas.
- **Statistical tool used:** Cluster Analysis is used for grouping objects that are similar but different. K means clustering partition data into specific number of clusters in which each observation belongs to the cluster with the nearest mean.

### 3. Data Analysis and Interpretation

**Table 1: Final Cluster Centers**

	Cluster	
	1	2
Fringe benefits	5	2
External pay equity	4	2
Internal equity of pay	5	4
Support and guidance from supervisor	5	4
Autonomy to take actions/decisions	5	3
Leave Policy	4	1
Timings	4	2
Working Environment	5	4
Relationship with peers	5	4
Grievance handling process	3	1
Feeling of accomplishment	3	1
Duties Assigned	2	1
Policies to attract customers	4	3
Feeling of proud	5	4
Forgo Other Opportunities	3	3

**Table 2: Number of Cases in each Cluster**

Cluster	1	27.000
	2	18.000
Valid		45.000
Missing		.000

Employees were grouped into two clusters based on their level of satisfaction on various factors. The first cluster represents 60% respondents and they are titled as “**Contented employees**”. They believe that they are being provided quality of fringe benefits. They feel that Swaroop Vilas maintains internal pay equity i.e. all the employees are paid based on input-output ratio. They are also pleased with external pay equity maintained by Swaroop Vilas. Supervisors are supportive and provide timely guidance to their subordinates. They feel free in taking any decision about their tasks. They enjoy healthy working environment and maintains positive relationship with peers. Although they were neutral on some of the parameters but they feel proud in working with Swaroop Vilas. Overall, it can be interpreted that these employees are highly satisfied with their job at Swaroop Vilas.

The second cluster “**Procedural Sufferers**” represents partially contended employees. They are 40% of the total respondents. They are satisfied with human factor at Swaroop Vilas but they seek improvement in many other mechanisms. They are positive about internal pay equity, relationship with peers, superiors and working environment. They also feel proud to work with Swaroop Vilas but they are not satisfied with grievance handling procedure. They also don't feel satisfied with duties assigned to them. They are also not comfortable with leave policy and are not pleased with the timings of their job. They were neutral about whether they will forgo other opportunities to continue working with Swaroop Vilas. They were also middle-of-the-road about autonomy they enjoy while making decisions.

#### **4. Conclusions and Suggestions**

Job satisfaction is a complex concept that is influenced by many factors. The study revealed that most of the employees of Swaroop Vilas are satisfied with their jobs on a number of parameters such as work culture, relationship with peers and superior, internal pay equity etc. Employees were grouped into two clusters which revealed the dimensions requiring improvement. The old saying "you get what you pay for" tends to be true when it comes to staff members. If individuals believe they are not compensated well, they will be unhappy. The hotel needs to fine tune its pay structure with other hotels in Udaipur to retain competent employees for longer period of time.

The content of job has a tremendous effect on employees' level of pride for themselves and for the work they are doing. So, the hotel needs to redesign jobs according to employees' interests and efficiency to keep them motivated. An unresolved problem/complaint immensely affects level of job satisfaction of employees. So, the management needs to install a better mechanism to address grievances of its employees. The management should make employee feel good about their jobs, so that they feel a feeling of accomplishment after completing their tasks.

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