

# EMPLOYEE INVOLVEMENT AS A TOOL FOR INCREASING JOB SATISFACTION IN HOTEL INDUSTRY –AN EMPIRICAL STUDY

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## Abstract

**Purpose of this paper** The present paper is an attempt to explore how employee involvement can be used as a tool for increasing job satisfaction in the hotel industry.

**Methodology** The data is collected through a self administered questionnaire. The total calculated sample size is 136 out of which 82 responses were usable. The data is collected from the A & B category hotels (Categorized by Department of Tourism J&K) of Jammu.

**Findings** The major finding in this research is that employee involvement is positively linked to job satisfaction. But, since the percentage of impact of employee involvement on job satisfaction is low, there may be other factors that affect the job satisfaction more significantly.

**Future Relevance:** The managerial contribution of this study will help to create awareness among hotel employers, that management should respect the views of the employees within the organization and employees should be consulted before setting policies, rules and long term goals and objectives setting.

**Value of Paper:** The paper is especially valuable to the HR of the different hotels who face problems in retaining the work brigade, as the study provide an insight on the impact of employee involvement in organisation and its effect on overall job satisfaction.

**Keywords:** Job Satisfaction, Employee Involvement, Hotels etc

## INTRODUCTION

Employee Involvement in the organization means creating an atmosphere in which employees have freedom to express their views and ideas. Marchington and Parker (1990) defined employee involvement as those practices which are initiated principally by management, and are designed to increase employee information about and commitment to the organization. Modern work ethics demand for equality and opportunity for employee's individual growth within the organization, and this can be possible only when organization provide opportunity to employees to express their views and involve them in various organizational processes. Employees develop commitment and positive interaction styles when they perceive value in their interactions and experiences within the organization but dissatisfied employees can easily develop negative attitudes and perceptions that can further influence other staff. Thus in order to increase the workers commitment at the workplace and the improved work

performance and good group behavior, managers require to allow an optimum level of employee involvement (Cohen et al., 1997). Not only employee involvement is beneficial for the organization but can also be used as a strategy to increase the level of job satisfaction among employees. It enables the business to head towards a mutual aim within the business, provide consistency, and show the future of business activities, as well as by constituting a mainframe for the plans which increases the quality of the management (Dinçer, 1998:28; Asprogerakas, 2007).

According to Locke (1976), job satisfaction is a positive emotional state and it can be achieved from the appraisal of one's job or job experience. In simple words job satisfaction is the feeling people have about their jobs and different aspects of their jobs (Spector, 1997). According to Schwegker (2001), job satisfaction is of two types intrinsic and extrinsic. Intrinsic satisfaction is derived from mediated rewards such as the job itself and opportunities for personal growth and accomplishment and Extrinsic satisfaction is

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derived from mediated rewards such as satisfaction with salary, company policies and appreciation from supervisors, support from fellow workers, promotion etc. Moreover job satisfaction has become a common activity in organizations in which management is concerned with the physical and psychological wellbeing of people (Spector, 1997). And thus, there exists a strong relationship between the employee involvement and job satisfaction (Dennis, 1999). Nykodym, et al (1994) also explained that participation causes greater job satisfaction because the employee feels more valued and trusted by management and workers also become familiar with management difficulties by dealing with some of the same problems. Today it is difficult to find a company that has not implemented some form of employee involvement program (Cotton,1993; Joinson, 1999; Sundstrom, De Meuse, & Futrell, 1999). According to Spreitzer et al. (1997), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. The increasing competition and technological changes in the last few years have demanded higher performance and skills from the employees for the organization. Walton (1985) stated that the highly competitive environment needs a different strategic approach to manage the employees and employee involvement is one such strategy. As a result many industries are now opting new strategies of increasing job satisfaction among employees and the service industry is also following the same pattern. Since turnover rate in hotels is very high, it is important to study all the dimensions relating to the job satisfaction of an employee. Various studies like Kutanis et al. (2012), Ismail (2013), Markey (2009) and Ekmekci (2011) have been conducted to evaluate employee involvement in hotel industry but in the review of literature no study has been found measuring the role of employee involvement on increasing job satisfaction in hospitality domain. With this backdrop, the objective of the present study is to investigate the impact of employee involvement on the job satisfaction of the employees in hotel industry. Also the study examines the level of employee involvement and their satisfaction in jobs according to demographic attributes.

## **BACKGROUND OF THE STUDY**

Employee involvement has also been described as empowering employees regarding the solving of problems at their level in the organisation – the reason being that it is advantageous to employees who are actually involved in a job to have control over improvement of the process since they are in the best position to do so (Pace, 1989). When employees are involved in an organisation, they not only have a greater say in them but also have better understanding about the rationale for them, thereby resulting in greater motivation and effort (Wagner et al., 1997). Involvement helps to satisfy employees psychological needs and thus

increases employees motivation and job performance (Likert, 1961). Coch and French (1949) found that employee participation is directly linked with work outcomes such as the increase in job satisfaction. Oshagbemi (2000) defines Job Satisfaction as an emotional response that occurs as a result of the interaction between the worker's values concerning his/her job and the profits he/she gained from his/her job. Job Satisfaction is the happiness and pleasure that employee obtains from the job and experience (Tantiverdi, 2008). (Wagner, 1994 & Verma, 1995) found that employee involvement have positive impact on job satisfaction of employees which in turn increases their productivity and performance. According to Miller and Monge (1986), job satisfaction increases productivity through bringing high quality motivation and through increasing working capabilities at the time of implementation. Moreover Job Satisfaction plays a crucial role as it affects the behavior of employees, which in turn has an influence on the performance and functioning in the Organization (Rowden, 2002). Employees are actually interested to get involved in setting long term and short term goals for the organisation, even they show willingness in solving problems of the organisation too and when organisation provide these types of opportunities to employees then it result in to job satisfaction among employees (Helliegele, Slocum and Woodman, 1998) and this clearly indicate a strong linkage between job involvement and job satisfaction. Not only employee involvement influences job satisfaction but also have strong impact on other factors too. Sashkin (1976) found there are four corresponding outcomes of employees' involvement is: Quality Improvement, Increase in employees' commitment and acceptance of decisions through a sense of "ownership", and increase in adaptive capacity of employees in the organization. Employee involvement ensures that managers trust their employees (Brown and Cregan, 2008) and is a easy way of reducing resistance to change, and thus is the best method for achieving employee willingness to change (Judson, 1991; Cameron et al., 1993; Coch and French, 1948; Dean et al.,1998; Kirkpatrick, 1985; Pasmore and Fagans,1992; Pendlebury et al., 1998; Porras and Hoffer, 1986). Also when employees are given the opportunities of contributing their ideas and suggestions, it increases employees performance (Kemelgor, 2002) which in turn increases job satisfaction among employees. Rothman and Cooper (2008) argued that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience and the main factors influencing job satisfaction are organizational factors like (pay, promotions, the work itself and working conditions), group factors like (the role of the supervisor and of co-workers) and sometimes personal factors like (family life and personal health) . According to Gould (1996) employee involvement is a transformation strategy that goes to the shop floor of the organization and it engenders a sense of ownership among

workers. Also Job involvement is negatively associated with intentions to quit and positively related to job satisfaction and organizational climate perceptions (McElroy et al., 1995; McElroy et al., 1999). Hence Mckenna (2000) argues that if an organisation does not create conditions for job satisfaction, the result will be decrease in productivity, increase in employee turnover and absenteeism, and a decrease in morale.

Many researchers found 'demographics' as the motivational factor for the job satisfaction, which changes employee's attitude towards his/her job and towards work environment (DeVane & Sandy, 2003). Demographics also have strong influence on workers attitude, productivity, absenteeism, intention to leave, satisfaction and commitment at the work place (Shamil & Jalees, 2004). Tella et al., (2007); Asadi, et al., (2008) recorded that age, gender, experience, qualification, culture, and sometimes technological changes act as a catalyst for the overall satisfaction of the employees. Hartman *et al.* (1988) indicated that gender is a strong predictor of task performance and in turn level of job satisfaction. Spector (2006) observed that women are happier with lower pay and responsibility than men, women have lower expectations as compare to men and this further shows that their level of job satisfaction and involvement is also different. According to Okpara (2004) and Gürbüz (2007) participants with higher education seemed to be more concerned with performance and productivity and in turn have high job involvement at the work place. Thus it's clear that there exists a strong relationship between demographic attributes and levels of job satisfaction and employee involvement.

Mushipe (2011) studied the employee involvement model in Zimbabwe that work on various areas like information-sharing and power sharing and found that employee involvement help in increasing job satisfaction. Griffeth (1985) studied the various forms of participation and indicated that there exists a positive relationship between both participation and job satisfaction. Bhatti and Qureshi (2007) studied the impact of employee participation on job satisfaction and found that increasing employee participation have a positive effect on employee's job satisfaction. Global competition and a changing business environment have provoked an organizational change in response to the increased pressures to improve efficiency and performance (Lawler et al, 1992). When employees are involved, they become professionally and personally involved in the organization and work for its overall success. It also increases their morale, productivity, and teamwork. Participation process gives each employee an opportunity to display their Views, opinions, and they can also share their ideas with others which further increases employee commitment, improves manager-employee relationship. According to Mullins & Peacock (1991), employee involvement make them feel more involved in the achievement of the organizational goals. It increases

employee's job satisfaction and also enhances employees' morale and productivity (Chang & Lorenzi, 1983). Thus it is now clear that participation act as a strategy for increasing job satisfaction.

## HYPOTHESIS AND DATA REQUIREMENT

This study endeavours investigating the relationship between the employee involvement, job satisfaction as well as the demographic attributes of the employees in hotel industry. For this, two major hypothesis have been formulated to test the relationships. Firstly, there exists a significant difference in the levels of job satisfaction and job involvement against the demographic attributes such as marital status, age and gender. Secondly, the employee involvement has a positive role for increasing job satisfaction in Hotel Industry.

Data was collected from primary sources with the help of structured questionnaire, which was carefully prepared after a thorough review of literature. The survey instrument consisted of four major sections. The first section contains questions on personal profile of the respondents including gender, age, marital status, Hierarchal Status and Length of stay in hotel. Second section comprises 22 statements on employee involvement developed by Kanungo (1982) and further developed by Karacaoglu (2005). Third section deals with 20 statements on job satisfaction based on the dissertation of Mbundu (2011). A five point Likert was used in the study, representing a range of attitudes from '1' being strongly disagree to '5' being strongly agree to measure employee involvement & job satisfaction.

The sample for the study was collected from a list of A & B class hotels of Jammu as categorized by Department of Tourism, Government of Jammu & Kashmir. The sample size was determined using statistical methods that shall help us to test the hypothesis at 5% level of significance. The calculated sample size is 136. Out of the total calculated size 82 responses were usable.

The data were analysed with the help of SPSS (specify version). The mean score has been used to deduce the opinion regarding employee involvement and job satisfaction. Regression equation was framed to find the impact of employee involvement on job satisfaction and ANOVA to evaluate the effect of demographics on employee involvement and job satisfaction.

## RESULTS

It was revealed from the study that 63 (77%) of the sample are males and 19 (23%) are females. The 46 (56%) of the sample are married and the rest representing 36 (44%) are single. The distribution of age is as follows; 61 (74%) of

the respondents are from the age group 20 – 40 years, 11 (14%) are from age group 40-60. Among the participants of the present research, nearly 55% of the workers are working in the present hotels between 1 to 5 years. Whereas 46% are from supervisory level, 32% are from operational level and rest 22% are from managerial level.

According to regression results, the coefficient of determination,  $R^2 = 0.1002$ . This implies that 10% of the variation in the job satisfaction is explained by the regression and the remaining 90% of the variation by error. Also, the coefficient of correlation  $r = 0.316$ . The Positive sign shows that there exists a positive direct relationship between the employee involvement and job satisfaction ( $r = 0.316$ ). This implies that as the employee involvement in decision making increases, their job satisfaction also increases.

From Table 1, the regression equation as formed is:-

$$\text{Job satisfaction} = 1.9785 + 0.502 (\text{Employee Involvement}).$$

The regression coefficient  $B = 0.502$  shows that the job satisfaction which is a dependent variable changes by 0.5 units for each unit change in employee involvement which is an independent variable. Thus, it is found in the study that job satisfaction is influenced by employee involvement perception and the value of  $r^2 = 0.1002$  indicate that about 10% changes in job satisfaction is due to change in employee involvement. Hence, we can say that hypothesis 2 of the study is supported by the data.

According to two way ANOVA analysis there is a significant difference between by the level of employee involvement

and job satisfaction (Table 2) according to gender ( $p=161.45 > 0.05$ ). Also there is a significant difference by the level of employee involvement and job satisfaction (Table 3) according to age. ( $p=18.513 > 0.05$ ). Also there is a significant difference between by the level of employee involvement and job satisfaction (Table 4) according to marital status ( $p=161.45 > 0.05$ ). (Tables 2, 3 and 4). Hence on the basis of above discussions we can say that our first hypothesis (H1) stands accepted.

## CONCLUSION

The aim of the present study was to investigate how demographic variables effect employee involvement and job satisfaction level of the workers in hotels. The demographic variables studied in this paper are the marital status, age, gender. According to results of analysis, it was seen that the level of employee involvement and job satisfaction differs according to gender, while the same has been supported by Aranya et al (1986).

Another aspect discussed in the study was the difference between single and married peoples' approach against the companies in terms of employee involvement and job satisfaction. According to the study, it is revealed that marital status is a significant variable that has impact over Employee involvement and job satisfaction. As it is commonly accepted in the literature, marital status is positively correlated with employee involvement and job satisfaction, because it is thought that married employees are more committed and responsible because they may be financially more dependent

**Table 1. Regression Output**

Multiple R	0.316				
R -square	0.1002				
Coefficient of correlation	$r = 0.316$				
<b>Anova</b>	<b>Degree of Freedom</b>	<b>Sum of Square</b>	<b>Mean Sequence</b>	<b>F-Value</b>	<b>Significance F</b>
Regression	1	2.033	2.033	8.911	0.0038
Residual	80	18.256	0.288		
Total	81	20.290			
Intercept- Job Satisfaction	1.9785	0.5421	3.6498	0.0004	
X- variable- Employee Involvement	0.502	0.1683	2.985	0.0037	

**Table 2. ANOVA Represents Significant Difference in Gender.**

Source of Variation	Sum of Square	Degree of Freedom	Mean sequence	F- Value
Between Rows (Employee involvement & Job satisfaction)	0.112896	1	0.112896	14.57851
Between Column (Gender)	0.01	1	0.01	1.291322
Residual	0.007	1	0.007	
Total	0.13064	3		

**Table 3. ANOVA Represents Significant Difference in Age.**

Source of Variation	Sum of Square	Degree of Freedom	Mean sequence	F- Value
Between Rows (Employee involvement & Job satisfaction)	0.21206	1	0.212	14.735
Between Column (Age)	0.08207	2	0.04103	2.851
Residual	0.0287	2	0.0143	
Total	0.3229	5		

**Table 4. ANOVA Represents Significant Difference in Marital Status.**

Source of Variation	Sum of Square	Degree of Freedom	Mean sequence	F- Value
Between Rows (Employee involvement & Job satisfaction)	0.1622	1	0.1622	6.348
Between Column (Marital Status)	0.0278	1	0.0278	1.088
Residual	0.0255	1	0.02555	
Total	0.21556	3		

on the organization. According to Mowday et al. (1982); married employees and/or employees with children take their spouse and/or children into consideration when making important decisions, such as changing company.

The findings of the present study suggest that employee involvement and job satisfaction differ according to the age of an employee. In fact it is generally accepted that young people feel more satisfied when readily involved and thus also results in positive effect in their overall job satisfaction levels.

The general conclusion in this research is that employee involvement is positively linked to job satisfaction, similar to what has been proposed in several previous studies. Uygur, A. and Kilic, G., (2009) examining the relationships between job involvement and job satisfaction. According to Akuoko, Dwumah & Ansong, (2012) employee involvement plays an important role in organizations because it enhances workers performance which further leads to the success of an organization. Bohlander and Snell (2004) defined empowerment is a technique of involving employees in their work through involvement; it encourages employees for innovations and enhance their capabilities too. At the same time employee involvement process generates a feeling of ownership among workers and that can result in competitive advantage over other organizations that do not involve employees. Employees who feel themselves to be involved in the organization seems more job satisfied which is undoubtedly beneficial for the organisation. Hence this study strongly emphasis that employee involvement creates a sense of belonging and that further ties a psychological bond between the employee and the organization which in turn increases job satisfaction among employees in hotel industry.

## LIMITATIONS OF THE STUDY

This research study has few limitations like the study area is limited only to hotel industry and this research may not be generalised to employees in other industries. Thus for better results other industries should also be considered. Also sample size was small and the method used in the research in order to collect data is Questionnaire method. Other methods like group discussions, personal interview of hotel employees etc could have also been for better results.

## FUTURE RELEVANCE

This study is an evident proof which indicates that there exists a strong relationship between employee involvement in hotel industry at every level. The managerial contribution of this study will help to create awareness among both employee and employer, that management should respect the views of the employees within the organization and employees should be given equal opportunity to take part in organizational processes. Also employees should be consulted before setting policies, rules and long term goals and objectives for the organization. Moreover, this study also make employees aware about the importance of their participation in their respective organizations. In addition study will be a theoretical contribution to the existing literature and also provides genuine support to the researcher who would like to work on other parameters related to employee involvement and job satisfaction in future.

As it is evident from the present research that job satisfaction is 10% influenced by employee involvement, there may be other factors which have major influence on job satisfaction. These variables could also be examined in future and a

comparative analysis can also be made in various other industries.

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