

# EMPLOYEES FOCUS PERFORMANCE OF HOTEL INDUSTRY WITH SPECIAL REFERENCE TO DIMAPUR DISTRICT OF NAGALAND – AN ANALYSIS

<sup>1</sup> Nipul Sutradhar, <sup>2</sup>Dr. Subit Dutta

<sup>1</sup> Research Scholar, Department of Commerce, Assam University Diphu Campus, Diphu, Karbi Anglong, Assam. <sup>2</sup>Assistant Professor, Department of Commerce, Assam University Diphu Campus, Diphu, Karbi Anglong, Assam.

<sup>1</sup>Assistant Professor, Department of Commerce

<sup>1</sup>Public College of Commerce, Dimapur-India

**Abstract:** No company can achieve its goals if it does not have the right set of employees. The employees in a company largely determine the success or failure of the company. The success of any organization depends on the quality and characteristics of its employees and employees become a significant factor in any organization since they are the heart of the company. Therefore, it is crucial for the organization to determine and identify the factors that increase and improve employee satisfaction at work in order to improve employee performance, increase employee commitment, reduce the turnover rate of employees, and increase the level of customer satisfaction. So the present study is undertaken with reference to Dimapur district of Nagaland, from employee's point of view to see that how much management is able to provide service to satisfy its employees.

**Key words:** Hotel, Employee focus performance, Employee satisfaction

## I. INTRODUCTION

In today's competitive world, the key to success in any business relies on customer satisfaction. So many organizations focus all their energy on customer satisfaction. As a result, servicing customer needs has become a priority for many organizations. However they have failed to act upon the satisfaction of the employees, who are the internal customers of the firm and bring the organization alive and are responsible for the output. Employees are the face of the business but if they are unmotivated or unsatisfied its effect can be devastating. Employees can make or break an organization. An organization cannot serve the needs of the clients/customers properly if they fail to satisfy the needs of the internal customers. Most of the times, skills and knowledge of the employee is considered to gauge his/her performance in the company. One factor that is being overlooked by most of the company owners is employee satisfaction.

Hospitality is not an exception, as a human based industry; hospitality depends on humans as part of the product, in which employees cannot be separated from the service process (Ghazali, 2010). Employee satisfaction and retention are very important challenges that face the success of the industry. Without the employees the hotel would be just a structure made of steel, iron, and glass. Hospitality organizations need continuously ensure the satisfaction of their employees (Berry, 1997). Organizations tend to be more effective when they satisfy their employees (Robbins & Judge, 2007). Satisfied employees are deemed to be an effective labour force and become an important asset for the organization's effectiveness (Masri, 2009). Employees in hotels are significant because they are mostly important to the development of the hotels; employees' attitudes and behaviours play a vital role in the quality of work. In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the hotels. So, success in the hotels depends on managing and retaining employees. In spite of that the management of people in hotels and catering services has traditionally been regarded as poor, with considerable evidence of low employee discretion, autocratic management style with no consultation, long hours of work, low promotional avenues, poorly rewarded work, low social acceptance, high work load, poor management relation etc. As a result, the hotel are generally more frequent flows of human resources. And the possibility of a brain drain in hotels is more than for other enterprises.

## Literature Review

This section of literature review focuses on employees' satisfaction, **Kiruthiga & Magesh (2014)** jointly studied the effect that job based determinants have on job satisfaction among star category hotel employees. Data was collected from 500 hotel employees by questionnaire designed to elicit their attitudes to satisfaction and perceptions with respect to job based determinants. Exploratory factor analysis was identified as key factors to job based determinants (skill requirements, job etiquette and growth opportunities). The regression analysis revealed that growth opportunities have greater impact on job satisfaction.

**Kumari (2016)** measured employees' satisfaction at two organisations viz Taj Mahal Hotel and ITC Maurya Hotel, and analyzed and identified parameters that play an important role in determining overall Employees Satisfaction. The sample population was 30 employees each from the two aforesaid organizations. Conclusively, it may be stated that Employee Satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously.

**Ghazanfar (2011)** examined the relationship between satisfaction with compensation and work motivation. The dimensions i.e. fixed pay, flexible pay, and benefits were examined with regard to satisfaction with compensation. The work motivation on the other hand was studied using the effort and performance dimensions. The main findings of the study were: (i) satisfaction with compensation can be factor of work motivation. (ii) flexible pay is not a motivating factor in the jobs which the employees were holding. (iii) benefits do not have a significant impact on work motivation.

**Arokiasamy (2013)** examined the relationship between career development, compensation and rewards, job security and working environment with employee satisfaction in the hotel industry in Malaysia. The results indicate that there is a positive relationship between career development, compensation and rewards, job security and working environment and employee satisfaction.

**Jafri (2012)** studied to determine relationship between pay, supervision, work itself, work conditions, promotion opportunities and job satisfaction. The study is conducted through quantitative method. The findings showed that there was a positive significant relationship between pay, supervision, work conditions, promotion opportunities and job satisfaction.

**Meena & Dangayach (2012)** jointly studied to analysis the employee satisfaction in banking sector. Employee needs and satisfaction have been identified. The results showed differences in employee satisfaction with the office environment between employees in public sector banks and private sector banks, many of which were statistically significant.

**Milka et al. (2015)** jointly studied to determine the effects of extrinsic motivation on employee performance in medium class hotels in Kisumu city, Kenya and to examine the effects of working conditions, incentives and interpersonal relation on employee performance. Results revealed that there is no single set of extrinsic motivation that leads to effective performance and therefore combinations of extrinsic motivation are required to ensure effective performance.

**Sageer et al. (2012)** discussed variables that responsible for employee satisfaction such as organization development factors, Job security factors, work task factors, policies of compensation and benefit factor and opportunities which give satisfaction to employees such as promotion and career development also has been described.

## OBJECTIVES OF THE STUDY

The main objectives of the study are:

- i. To identify the variables of employee focus performance of hotel industry.
- ii. To evaluates the **Performance of Hotel Industry** in Dimapur District of Nagaland with reference to **Employee Focus Performance**.

## Methodology of the study

A descriptive and exploratory survey was used to ascertain the characteristics of variables based on quantitative data both from primary and secondary sources. The study was based on the views of respondents to make conclusions and recommendations.

For this study, 120 employees have been taken from thirty hotels of Dimapur district to form the sample size for the study.

Data analysis was done with editing, coding and tabulation of the data according to the research questions. The data was keyed by using Statistical Package for Social Science (SPSS) for analysis. Descriptive statistics was used to summarize the findings.

## Limitation of the study

The study area of the present research work is Dimapur district of Nagaland. Each area has its own locational factor, demographic and other specifications. Hence, the findings of the study was interpreted with great caution for making any kind generalization as it will by and large reflect the situation specific to the chosen study area.

## Significance of the study

The success of any organization depends on the quality and characteristics of its employees and employees become a significant factor in any organization since they are the heart of the company. Organizations simply cannot achieve their goals and objectives without support and contribution from its employees. Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. Moreover, the results of this study have important implications both for theoretically and practical perspectives. For this purpose, undertaking employees focus performance is very important.

## Employees focus performance

Employees focus Performance is the terminology used to describe whether employees are happy and comfortable in fulfilling their needs and desires at work. It is all that the employer does to provide an environment that satisfies employees. It can be a key factor in building trust and reinforcing the commitment of the employer to their employees, and can help improve staff retention, boost productivity and pave the way for greater employee's engagement. Generally employee care is understood as a constituent concept that includes all activities and efforts carried out by business owners and management to make employee feel that the business firms or companies take into account their welfare, as well as the present and future needs as they relate to the companies. Generally, factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goal, measurements, and expectations.

On the basis of the literature review, it is seen that there exist a close relationship between employees focus performance and employees satisfaction, and the general success of a given business. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). The core assumption that guided the profit-making organization is to survive in the market. This goal supersedes all other goals including profitability, business sustainability, and growth. After all, the latter goals become feasible only, when its management shall invest in necessary human resources and provide all the requisite support. In this regard, the provision of positive internal customer care, such as participation in setting goals, sharing plans about personal and business development, provision of feedback and challenges, encouragement in performing tasks, recognition, appreciation, and showing positive concern for private problems and lives of each of the individual employees can result into higher satisfaction. A satisfied employee worked with courage in serving customers, loving their job and customers, reduced supervision, sense of belonging and contribution, positive attitude towards the job and customers. More significantly, internal customers care is supposed to translate into higher satisfaction and staff retention rates.

## Issues related to Employees Focus Performance in hotel industry

The literature review shows that employee satisfaction has a positive effect on employee loyalty and profitability of the company and that employee satisfaction is predicted by internal service quality perceived by employees. To investigate what the employees are satisfied by and measuring the employee satisfaction in terms of different factors and on various areas will enrich the literature and contribution to organizations (Kelley, 2005). A simplified model of employees focus performance is presented below:

Figure: 4.1: Flow chart of Employees focus performance

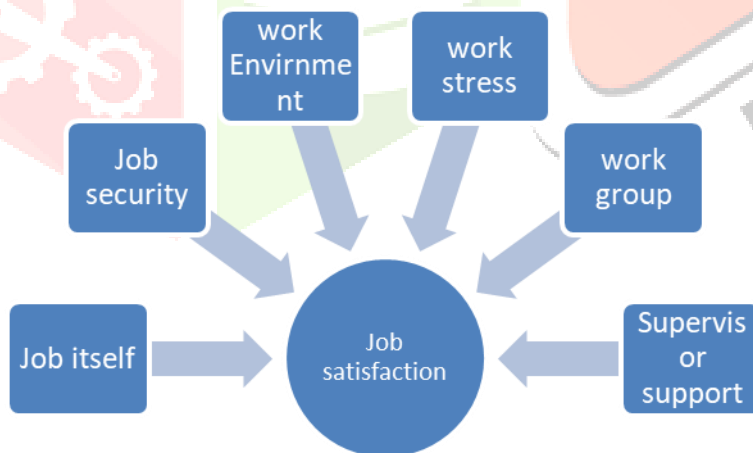


Sources: Developed by researcher from existing literature.

**JOB SATISFACTION**

Job satisfaction refers to the degree of pleasure or positive affect that an employee has toward his or her job (Locke, 1976). It is actually a mixture of job role, job responsibilities, incentive and rewards. Job satisfaction has a significant on employees’ organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars and Rue, 1997; Moorhead and Griffin, 1999). When employee is satisfied, he will give his best service in workplace. To satisfy employees, organization provides different facilities to employees like good working condition, fairness in job, promotion and rewards to employees which promotes employee satisfaction.

Figure-4.2: Chart showing Factors of Job Satisfaction



Sources: Developed by researcher from existing literature.

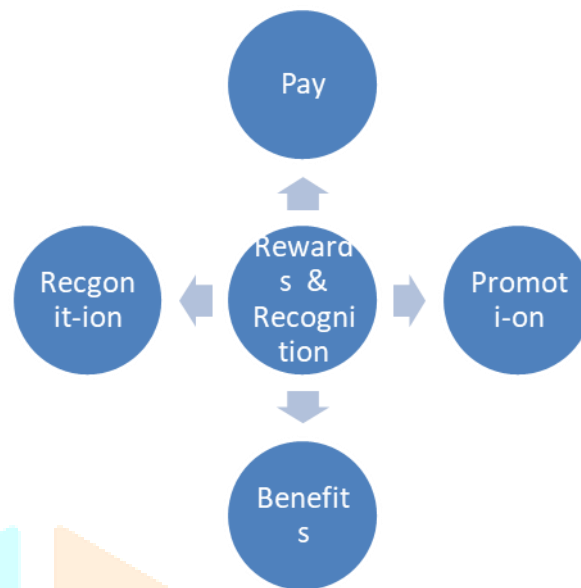
Studies reveal that one attitudinal factor alone cannot measure job satisfaction. The basic factors determining job satisfaction include work itself, job security, physical working condition, job security, work group, work stress, supervisor’s support etc. which influence job satisfaction.

**REWARDS & RECOGNITION**

It has always been accepted and agreed upon that quality comes at a cost. This is true for service quality also and applicable to the hospitality industry likewise. The best way to keep employees well motivated is by means of Remuneration and Rewards and most organizations understand and apply this to get the best from their employees. Rewards can be verbal, physical

or tangible. Organizations usually use pay, promotion, bonuses and other types of reward to stimulate staff to increase productivity.

Figure: 4.3: Rewards & Recognition Chart

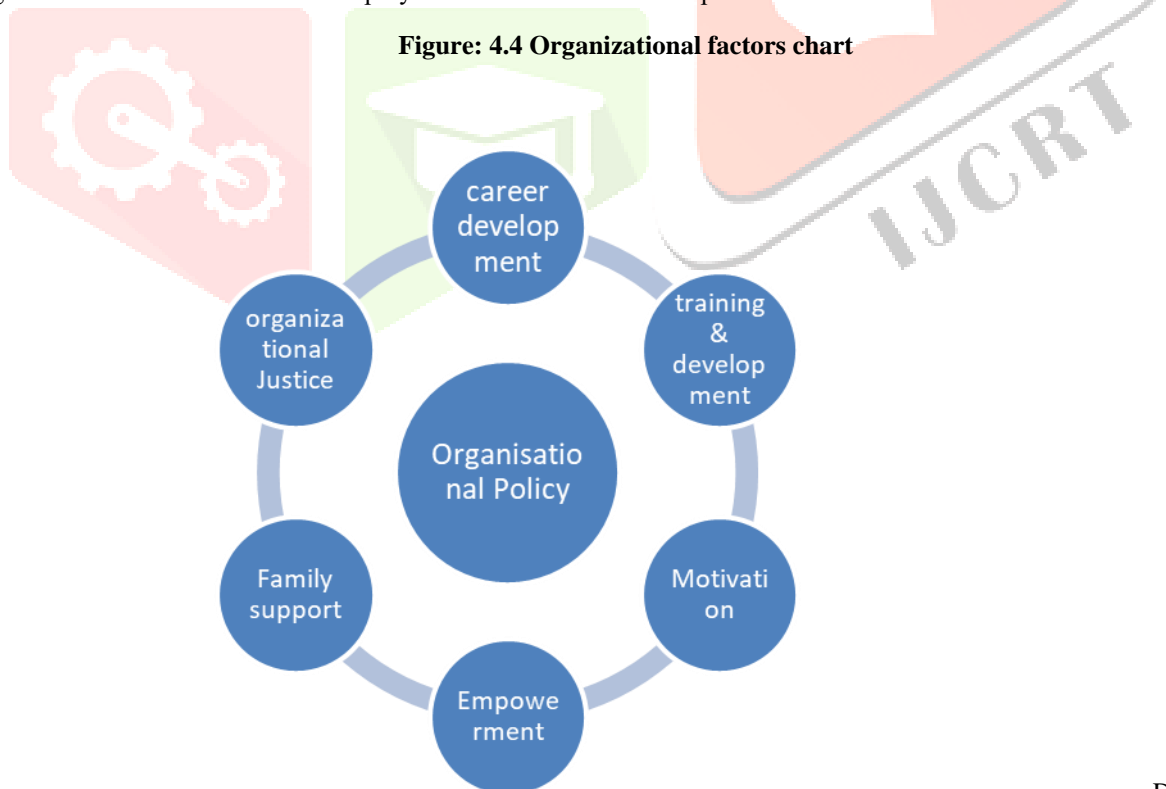


Sources: Created by Researcher from existing literature.

**ORGANIZATIONAL POLICY**

Organizational structural and policies also play an important role in affecting the satisfaction of employees. The employees spend maximum time in organization so their satisfaction level also influenced by organizational variables. The employees’ satisfaction in the organization can be increased by organizing and managing the organizational factors. Following are the organizational factors that lead to employees’ satisfaction which are presented below:

Figure: 4.4 Organizational factors chart



Sources:  
Developed by

researcher from existing literature.

**Analysis and Discussion**

Cronbach’s Alpha reliability test was done on the data collected to determine the reliability of the data. Result showed that all the values were above 0.70 indicating acceptable reliability.

Table No.- 1.1 Cronbach's Alpha Reliability Test Results		
Dimensions	Cronbach's Alpha	
	Performance of Hotel	Employee Focus Performance (Expectation)
Job Satisfaction	.733	.749
Rewards & Recognition	.798	.801
Organisational Policy	.747	.751

Source: Based on Survey data

A Total of 120 sets of questionnaires were distributed to the employees of 30 different hotels and on an average of 4 employees were taken from each of the hotel both from front of house staff (78.3%) and back of the house staff (21.7%). Out 120 staffs 75.8% represents male and 21.7% represents female with different age group of which 5.8% include below 18 years of age and 49.2% are in the age group of 18 to 25 years and 40.8% fall in age group of 25-40 years and rest 4.2% are above 40 years.

For the purpose of statistical test the average scores on the above mentioned reliable scales in respect of the above parameters towards performance of hotel and employee focus performance were developed and results presented in the table below.

**Table No.- 1.2: Comparative analysis on Degree of Performance of Hotel and Degree of Perception of the Employees Focus Performance**

Sl.No	Dimension	Statements	Performance of Hotel	Employee Expectation
	Job Satisfaction	Job Itself	3.84	4.17
		Job Security	3.07	3.69
		Work Environment	3.86	4.23
		Work Stress	3.43	4.30
		Work Group	4.23	4.19
		Supervisor Support	4.01	4.08
		<b>Mean</b>	<b>3.74</b>	<b>4.11</b>
	Rewards & Recognition	Pay	3.27	4.11
		Promotion	3.57	4.05
		Benefits	2.78	3.91
		Recognition	3.93	3.72
		<b>Mean</b>	<b>3.39</b>	<b>3.95</b>
	Organisational Policy	Career Development	3.67	3.99
		Training And Development	3.84	3.86
		Motivation	3.80	3.96
		Empowerment	3.78	4.05
		Family Support And Flex Work Culture	3.47	4.29
		Organizational Justice	3.93	4.22
		<b>Mean</b>	<b>3.75</b>	<b>4.04</b>

**Source: Based on Survey data**

The result summarised in the above table shows that employee expectation is higher than that of perceived performance of the hotel. Although expectation is higher than performance but performance is calculated on the mid value of the 5 point scale. Out of the three dimensions organizational policy dimension has smallest gap (0.29) while highest gap is found in rewards and recognition (0.56) followed by difference is job satisfaction (0.37). So the hotel management must take care of all the dimensions of employee to reach the expectation of the employee.

**Suggestions**

Few suggestions for the management has been put forwarded to manage employees towards successful attainment of organizational goals are:

1. Organization should create work culture environment which employees find comfortable in doing the job.
2. A counselling system may be established for counselling employees for their career development which will enhance employees loyalty with the organization.
3. A grievance cell should be established so that the employees can share their problems and difficulties without any hesitations.
4. Salary of the employees need to be increased or should be set as per norms of industry and should be revised in time to time along with other benefits and allowances.
5. Training and motivational programs or staff meeting should be established in a regular practice to train them about how to provide service in an excellent way. This would not only boosts their moral but also enhance employee's retention.

**Recommendation**

Further research could be conducted to identify the levels of satisfaction among employees of hotels and how their satisfaction influences the quality of customer service. Such study could elucidate the organizational effects of employee satisfaction more distinctly. Further research should also be conducted to examine overall demographic and cultural differences in employees satisfaction. Finally, though filter method is used to distribute the questionnaire to the respondents but still lacks comprehensive opinions from the respondents, even some of them have some conservative behaviours while giving opinions and refusing to disclose the information. Thus it is suggested that future researchers should not merely using one method whole distributing their questionnaire or getting information from the respondents.

**Conclusion**

Employees are like a fulcrum- they can have a tremendous effect on sales and profitability, in both positive and negative way. One good employee can draw in 100 customers. On the flip side, one bad employee can drive away 100 customers. Organizations do not exist if there are no people or employees. The present study showed that there are gap between performance of hotel industry and perception of employee focus performance and all items bear the negative sign, indicating that the employee expectations are greater than the perceived performance of hotels. Thus the study indicates that management should focus special attention to the employee for their welfare and satisfaction so as to stand up to the expectation of the employee.

**References:**

1. Arokiasamy, Anantha Raj A (2013), "A Study on Employee Satisfaction Perspectives in the Hotel Industry in Malaysia", International Journal of Management and Strategy (IJMS) 2013, Vol. No. 4, Issue 6, January –June 2013.
2. Berry, L. (1997). Psychology at work. San Francisco: McGraw-Hill Companies Inc.
3. Byars, L.L., Rue, L. W., (1997), Human resource management USA: Irwin McGraw Hill, 1997.
4. Ghazali, H. (2010), "Employee intention to leave a job: A case of Malaysian fast food industry" University of Waikato.
5. Ghazanfar, Faheem (2011), "A Study of Relationship between Satisfaction with Compensation and Work Motivation", International Journal of Business and /social Science, Vol. 2 No. 1; January 2011.

6. Jafri, Roziyana Binti (2012), "Factors Influencing Job Satisfaction among Employees: A case study of Hotel Taiping Perdana", Thesis submitted at Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia, in fulfillment of the Requirement for the Master of Science (Management), May 2012.
7. Kelley, T. (2005), "Employee satisfaction results in improved profitability" retrieved in April 4<sup>th</sup>, 2008 available on [http://www.indiangaming.com/istore/Nov05\\_Kelley.pdf](http://www.indiangaming.com/istore/Nov05_Kelley.pdf).
8. Kiruthiga, V. Magesh. R (2014), "Identification of Key Determinants to Job satisfaction through Factor Analysis" IRACST-International Journal of Research in Management & Technology (IJRMT), ISSN: 2249-9563, Vol. 4, No. 6, December 2014.
9. Kumari, Neeraj (2016), "Study of Employee Satisfaction in Hotel Industry", Management and Administrative Sciences Review, Volume 5, Issue 2, pp. 118-127, March 2016.
10. Locke, E.A. (1976), "The nature and causes of job satisfaction In M.D. Dunnette (Ed.)", Handbook of industrial and organizational psychology, Chicago, IL: Rand McNally, pp. 1297-1349.
11. Masri, M. (2009), "Job satisfaction and turnover intention among the skilled personnel in Triplic BERHAD", University Utara Malaysia.
12. Meena, M. L. & Dangayach, G.S. (2012), "Analysis of Employee Satisfaction in Banking Sector", International Journal of Humanities and Applied Sciences (IJHAS) Vol. 1, No. 2, 2012, ISSN-2277-4386.
13. Milka, Wafula; Michael, Korir; Tanui, Tirong (2015), "Effect of Extrinsic Motivation Employee Performance in Medium Class Hotels in Kisumu City, Kenya" European Journal of Business and Management, Issn 2222-1905, vol. 7. No. 7, 2015.
14. Moorhead, G., Griffin, R.W. "Organizational behaviour Managing people and organization" Delhi: AITBS Publishers & Distributors, 1999.
15. Moyes, G.D., & Shao, L.P., Newsome, M. (2008), "Comparative analysis of employee job satisfaction in the accounting profession", Journal of Business & Economics Research, 6(2), pp. 65-81.
16. Robbins, S., & Judge, T. (2007). Organizational Behaviour (12<sup>th</sup> ed.). New Jersey: Pearson Education, Inc.
17. Sageer, Alam; Rafat, Sameena; Agarwal, Puja (2012), "Identification of variables affecting Employee satisfaction and their impact on the organization", IOSR Journal of Business and Management (IOSR- JBM) ISSN: 2278-487X, Vol-5, Issue-1 (Sep-Oct. 2012), pp-32-39.
18. [www.colocationguard.com/what-secret-great-employees-startup.....](http://www.colocationguard.com/what-secret-great-employees-startup.....) What's the secret to having great employees at your startup?

-----X-----