

WWJMRD 2017; 3(6): 48-52  
www.wwjmr.com  
Impact Factor MJIF: 4.25  
e-ISSN: 2454-6615

**B. Lenin Selvanayagam**  
Research Scholar, Alagappa  
Institute of Management  
Studies, Alagappa University,  
Karaikudi, Tamil Nadu, India

**M. Thiagarajan**  
Assistant Professor  
Head of Dept. Business  
Administration, Alagappa Arts  
College, Karaikudi, Tamil  
Nadu, India

## **Job Satisfaction of Workers in Hospitality Industry in relation to Leadership Effectiveness**

**B. Lenin Selvanayagam, M.Thiagarajan**

### **Abstract**

The paper aims to find out the relationship between leadership effectiveness and job satisfaction of workers in hospitality industry. The investigators had employed descriptive method using survey as a technique to solve the present research question. A sample of 200 employees working in three and five star hotels was drawn through stratified random sampling design. The strata were the star category of hotels. The data was collected distributing self-developed tools and analysed to find differences between sub groups and correlation between variables. The result revealed that there is significant positive correlation existed between leadership effectiveness and job satisfaction of workers in hospitality industry in Tamil Nadu.

**Keywords:** Job Satisfaction, Workers in Hospitality Industry, Leadership Effectiveness

### **1. Introduction**

Hospitality industry in India has generated tremendous employment opportunities and is a big source of foreign exchange for India. As per the planning commission the hospitality sector is responsible for more jobs per million rupee of investment than any other sector. This sector provided varieties of jobs which satisfies unskilled people to specialized one. The govt. of India and the ministry of tourism have contributed significantly to the development and growth of the industry by providing various tax incentives, policy measures and other various supports.

The sectors in hospitality services are include travel and tourism and leisure sectors. The other industries included in this sector are Food and service management, Bars, Niteclubs, Amusement parks, hotels, Motels, Hostels, Restaurants, Self-catering accommodation, Holiday centres and, Travel agents. It has grown for the last 26 years and, despite the recession is determined to grow further. The sector at present employs about 2.5 million people and provides support to other industries, like hotels and restaurants to educational establishments.

Previous studies indicated that job satisfaction is crucial to the financial performance and prosperity of hospitality industry and acts a mediator in customer satisfaction. Contributing to greater satisfaction are factors such as greater autonomy and independence, greater power of decision making, flexible schedules, better working conditions, and training. The factors that promote dissatisfaction are wages and reduced benefits. The studies also indicated that a higher level of job satisfaction can have a direct impact on increasing the financial performance of the hotel. The implications of this study for hoteliers and directors relates to the creation of adequate working conditions to increase job satisfaction and provide hotel employees with a greater sense of subjective well-being.

Leadership refers the process of influencing the team to accomplish the goals (Robbins and Coulter, 2005). Leaders are key success factors of an organization (Bass, 1985; Daft, 2002). Skilful leaders recognize and use the interpersonal relationships of the team and strengthen the members' loyalty and morale. Effective leaders must learn skills such as patiently sharing information, trusting others and recognizing the timing of interventions (Steckler and Fondas, 1995). In recent years, numerous scholars have tried to discuss leadership from new perspectives. New studies of leadership theory have particularly stressed the influences of demands between leaders and subordinates, the interaction of personality. For Hunt (2004), leadership is an influencing process between leaders and the followers and sometimes the roles are changed between the followers and the leaders, where the followers also may

### **Correspondence:**

**B. Lenin Selvanayagam**  
Research Scholar, Alagappa  
Institute of Management  
Studies, Alagappa University,  
Karaikudi, Tamil Nadu, India

legitimize and influence the leaders, so it is not only a top-down process but also exercised sideways, diagonally, and down-up throughout an organizational hierarchy (Antonakis, 2006).

### Review of Related Studies

Chopra and Khan (2010) state that job satisfaction is a complex and multifaceted concept, which can mean different things to different people. The Link between job satisfaction and performance may prove to be a spurious relationship; instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organizational decision makers. Job satisfaction refers to employee's general affective evaluation of his or her job. Spector defines the concept more simply as "how people feel about their jobs and different aspects of their jobs" (1997, 2). He considered it as a "related constellation of attitudes about various aspects or facets of the job (Spector 1997, 2).

Samina Qasim, Farooq-E-Azam Cheema, Nadeem A. Syed(2012), Conducted a study on the topic of Exploring Factors Affecting Employees' Job Satisfaction at Work The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it is important for them to achieve management efficiency by increasing employee satisfaction in the organization. Dr.R.Anitha(2011), conducted study on the topic of a study on job satisfaction of paper mill employees ), She conclude that the organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Hughes and Avey (2009) showed that transformational leadership significantly and positively influences job satisfaction and employee performance. The research of

Chen and Silverthorne (2005) found a positive correlation between the leaders' leadership score and employees' job satisfaction.

### Methodology

The investigator had employed descriptive method using survey as a technique to solve the present question. Leadership Effectiveness Scale (2013) and Job Satisfaction Scale (2017) developed and validated by B. Lenin Selvanayagam had been used to collect data. The population being the workers of hospitality industry in Tamilnadu a sample of 200 workers was drawn using stratified random sampling technique. The strata were decided based on the star category of the hotels. There were 20 questionnaires distributed to each hotel. A total of 260 questionnaires were distributed with 200 valid returns; the valid return rate was 76.92%. The primary data had been collected through structures questionnaire have 28 items measuring job satisfaction both hygiene and motivating factors (based on Herzberg's two factor theory) using five point scale. This study conducted the survey using a closed questionnaire with five-point Likert scale from "Always" to "Never" be used to measure leadership effectiveness. The collected data had been analysed using 't' test and Karl Pearson's Product Moment Correlation.

### Objectives of the Study

- To find out significant difference if any between the workers of hospitality industry in their perception of leadership effectiveness with respect to gender and years of experiences.
- To find out significant difference if any between workers of hospitality industry in their job satisfaction with respect to gender and years of experiences.
- To find out significant relationship between perception of leadership effectiveness and job satisfaction of workers in hospitality industry.

### Analysis

**Table 1:** Difference between Workers in their perception of Leadership Effectiveness of their Managers with respect to Star Category

Variables	Workers	N	Mean	S.D	T. Value	Result
Interpersonal Relations	Five Star H	84	53.34	10.39	<b>4.09</b>	<b>Significant</b>
	Three Star H	116	47.58	9.00		
Intellectual Operation	Five Star H	84	49.94	10.66	0.08	Not Significant
	Three Star H	116	50.05	9.54		
Behavioural and Emotional Stability	Five Star H	84	50.80	11.33	0.93	Not Significant
	Three Star H	116	49.42	8.93		
Adequacy of Communication	Five Star H	84	52.37	6.84	<b>3.14</b>	<b>Significant</b>
	Three Star H	116	50.18	10.20		
Operation as Citizen	Five Star H	84	51.26	9.67	<b>2.13</b>	<b>Significant</b>
	Three Star H	116	48.81	10.09		
Leadership Effectiveness	Five Star H	84	51.34	9.16	1.65	Not Significant
	Three Star H	116	50.50	10.50		

(At 5% level of significance the table value of 't' is 1.96)

The table no 1 infers that the workers of star category hotels significantly differ in their perception of leadership effectiveness dimensions Interpersonal relationship, Adequacy of communication and Operation as citizen. Comparing the mean scores the workers of five star hotels perceived better leadership of their authorities than their counterparts. This might be due to the fact that the shift

always started with a five minutes group meeting is conducted by the leaders to exchange information about happenings on the last shift and what will be to expect or necessary to know for the next shift. On each day of the work the workers gain new experience. This may be reason that the 5-Star hotels are always equipped with regulated structures and systems. The leaders provided room for

advancement and promotion. In the five star hotels the management is very supported to the workers.

**Table 2:** Difference between Workers in their perception of Leadership Effectiveness of their Managers with respect to their Experience

Variables	Experience in Years	N	Mean	S.D	t Value	Result
Interpersonal Relations	5 and below	186	50.26	10.12	1.70	Not Significant
	6 and above	14	46.52	7.76		
Intellectual Operation	5 and below	186	50.21	9.75	0.84	Not Significant
	6 and above	14	47.24	13.02		
Behavioural and Emotional Stability	5 and below	186	50.85	9.86	16.82	Significant
	6 and above	14	38.69	0.00		
Adequacy of Communication	5 and below	186	50.15	10.00	0.74	Not Significant
	6 and above	14	48.06	10.18		
Operation as Citizen	5 and below	186	50.59	9.89	3.59	Significant
	6 and above	14	42.18	8.32		
Leadership Effectiveness	5 and below	186	50.62	9.51	2.51	Significant
	6 and above	14	41.83	12.85		

(At 5% level of significance the table value of 't' is 1.96)

It is inferred from the above table that the workers of star hotels significantly differ in their perception of leadership effectiveness dimensions Behaviour and Emotional Stability, Operation as citizen and over all leadership effectiveness with respect to their experience in the hospitality Industry. Comparing the mean scores the seniors

with more than five years of experience perceived effective leadership than their counterparts. This may be due to the fact that the seniors know the art of doing work and with their working togetherness would have earned the co-operation and appreciation of the leaders. With their experience they build team work.

**Table 3:** Difference between Workers in their Job Satisfaction with respect to Star Category

Variables	Workers	N	Mean	S.D	T. Value	Result
Compensation and benefits	Five Star H	84	34.97	6.227	2.639	Significant
	Three Star H	116	36.03	6.400		
Attitude towards supervisor	Five Star H	84	32.46	5.865	3.369	Significant
	Three Star H	116	33.71	5.826		
Company Policies	Five Star H	84	30.03	6.379	4.157	Significant
	Three Star H	116	31.68	6.170		
Relations with Co-workers	Five Star H	84	37.44	7.212	2.860	Significant
	Three Star H	116	38.76	7.313		
Opportunities for Promotion	Five Star H	84	37.07	8.103	1.820	Not Significant
	Three Star H	116	38.01	8.204		
Recognition	Five Star H	84	31.60	6.270	4.111	Significant
	Three Star H	116	30.00	6.171		
Nature of work	Five Star H	84	37.07	8.103	1.73	Not Significant
	Three Star H	116	38.01	8.204		
Training and Development	Five Star H	84	34.48	5.865	3.257	Significant
	Three Star H	116	35.33	5.871		

(At 5% level of significance the table value of 't' is 1.96)

From the above table it is evident that the workers of Star Hotels significantly differ in their job satisfaction dimensions Compensation and benefits Attitude towards supervisor, Company Policies, Relations with Co-workers, Recognition and Training and Development. Comparing the mean scores the workers of five star hotels have better

job satisfaction in Hygiene Factors than their counterparts. On the other hand the workers of three star hotels have better job satisfaction in Motivation Factors than their counterparts. The workers do not significantly differ in the dimension Opportunities for Promotion and nature of work.

**Table 4:** Difference between Workers in their Job Satisfaction with respect to their Experience

Variables	Workers	N	Mean	S.D	T. Value	Result
Compensation and benefits	5 and below	186	25.94	4.648	2.058	Significant
	6 and above	14	26.54	4.633		
Attitude towards supervisor	5 and below	186	24.96	4.421	1.408	Not Significant
	6 and above	14	25.37	4.704		
Company Policies	5 and below	186	23.32	6.379	4.141	Significant
	6 and above	14	22.56	6.170		
Relations with Co-workers	5 and below	186	27.44	7.212	2.860	Significant
	6 and above	14	28.76	7.313		
Opportunities for Promotion	5 and below	186	27.07	8.133	1.820	Not Significant
	6 and above	14	28.01	8.214		
Recognition	5 and below	186	21.60	6.271	4.111	Significant

	6 and above	14	20.00	6.169		
Nature of work	5 and below	186	27.07	8.122	1.73	Not Significant
	6 and above	14	28.01	8.201		
Training and Development	5 and below	186	24.48	5.865	3.257	Significant
	6 and above	14	25.33	5.871		

(At 5% level of significance the table value of 't' is 1.96)

It is evident that the workers of hospitality Industry do significantly differ in their job satisfaction dimensions Compensation and benefits, Company Policies, Relations with Co-workers, Recognition and Training and Development with respect to their experience. Comparing the mean scores the seniors perceived better satisfaction in Compensation and benefits, Relations with Co-workers and Training and Development than their counterparts. The less

experienced seems to be satisfied with company policies and recognition. The reason behind may be the workers enjoy the new challenges every day the most and the feeling after what new experiences they have gained and goals they have achieved. Professional services are always practiced there. The workers get good food, accommodation and proper working hours there.

**Table 5:** Correlation between Leadership Effectiveness and Job Satisfaction of Workers in Hospitality Industry

Correlation	Count	'r' value	Table Value	Result
Leadership Effectiveness & Job Satisfaction	200	0.241	0.117	S

The above table gives a clear picture that there is significant positive correlation between perception of leadership effectiveness and job satisfaction of workers in hospitality industry.

### Interpretation and Discussion

The findings of the study reveals that there is a positive relationship exist between leadership effectiveness and job satisfaction of workers in hospitality industry. The study gets conformed by the previous research Bulent Aydin(2009) states that the relationship between spiritual leadership and employee satisfaction is significant. Job satisfaction was positively correlated with leadership (Arasli & Baradarani, 2014). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001).

According to Chakrabarty, Oubre, and Brown (2008), "perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done." J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who were engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential knowledge acquisition.

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction. Leaders can develop their subordinates' potential and enhance their confidence by changing their values and beliefs in order to increase their organizational commitment, intention and motivation to create exceptional outcomes.

Good leadership is possible to increase the knowledge

about the importance of satisfaction in the hotel industry to further knowledge about the mechanisms that are at its' base, in order to promote individual and organizational satisfaction. This might promote direct and indirect growth and profitability to hotels. We suggest the study of this variable in this context to confirm the positive impact of job satisfaction in the performance and results of hotels. In terms of human resource management, studies would allow changes in the functioning and organization of services, increasing employee satisfaction and, consecutively, hotel profitability. (Sérgio Borralha, Saul Neves de Jesus 2016) Given the importance of maintaining a satisfied workforce and the need to reduce malaise symptoms, which will negatively affect organizational performance, hotel managers must adopt measures to promote satisfaction and reduce ill-being, these will benefit hotel bottom-line and service providing (Moura, Orgambidez-Ramos, & Jesus, 2015).

### References

1. Clayton W.Barrows, Tom Powers, Dennis R. Reynolds (2012) Introduction to the Hospitality Industry, 8th Edition, Wiley.
2. Anitha.R (2011). *A study on job satisfaction of paper mill employees*. Journal of management and science.
3. Antonakis, J. (2006). Leadership: What is it and how it is implicated in strategic change?. *International Journal of Management Cases*, 8(4), 4-20.
4. Arasli, H., & Baradarani, S. (2014). Role of job satisfaction in the relationship of business excellence and OCB: Iranian hospitality industry. *Procedia-Social and Behavioural Sciences*, 109, 1406-1415. Doi: 10.1016/j.sbspro.2013.12.644
5. Bass BM (1985). *Leadership and Performance Beyond Expectations*, NY: Harper and Row.
6. Bulent Aydin(2009) A Research Analysis on Employee Satisfaction in terms of rganizational Culture and Spiritual Leadership, *International Journal of Business Management*,Vol.4 No3 p 164.
7. Chakrabarty S., Oubre, D.T. and Brown, G. (2008). The impact of supervisory adaptive selling and supervisory feedback on salesperson performance. *Ind. Mark. Manage.*,Vol. 37: 447-454.

8. Chen JC, Silverthorne C (2005). Leadership effectiveness, leadership style and employee readiness. *Leadersh. Org. Dev. J.*, 26(3/4): 280- 288.
9. Chopra, M.N. & Khan, A.M. (2010). Job satisfaction. *Third Concept*, 23 (275), 36-40.
10. Daft LR (2002). *The Leadership Experience*, Harcourt College, Orlando.
11. Friedlander, F. and Margulies, N. (1969). Multiple Impacts of Organization Climate and Individual Values System upon Job Satisfaction, *Personnel Psychology.*, Vol.22, pp. 177-183.
12. Griffin, M.A., Patterson, M.G. & West, M.A. (2001). Job satisfaction and team work: the role of supervisor support.*J. Organ. Behav.*,vol. 22: 537-550.
13. Herzberg, F. (1966). *Work and the Nature of Man*. London: Staple Press.
14. Hughes, L. W., & Avey, J. B. (2009). Transforming with Levity: Humor, Leadership, and Follower Attitudes. *Leadership & Organization Development Journal*, 30, 540-562.  
<http://dx.doi.org/10.1108/01437730910981926>
15. Hunt, James G. (Jerry) Antonakis, John (Ed); Cianciolo, Anna T. (Ed); Sternberg, Robert J. (Ed). (2004). *The nature of leadership*, (pp. 19-47). Thousand Oaks, CA, US: Sage Publications, Inc, ix, 438 p.
16. Moura, D., Orgambídez-Ramos, A., & Jesus, S. N. (2015). Psychological empowerment and work engagement as predictors of work satisfaction: A sample of hotel employees. *Journal of Spatial and Organizational Dinamics*, 3(2), 125-134.
17. Politis, J.D. (2001) The relationship of various Leadership Styles to Knowledge Management. *Leadership and Organization Development Journal*, Vol.22(8):354-64.
18. Robbins S, Coulter M (2005). *Management* (8th ed.). NJ: Prentice-Hall. Shore LM, Thornton III GC (1986). Effects of gender on self and supervisory ratings. *Acad. Manage. J.*, 29(1): 115-129.
19. Samina Qasim, Farooq-E-Azam Cheema and Nadeem A. Syed. (2012).Exploring factors affecting employees' job satisfaction at work. *journal of management and social sciences*.vol. 8, no. 1, 31-39
20. Sérgio Borralha, Saul Neves de Jesus (2016)Hotel employees: A systematic literature review, *Tourism & Management Studies*, 12(1), 120-126
21. Spector, Paul E. 1997. *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks,CA: Sage Publications, Inc.
22. Steckler N, Fondas N (1995). Building team leader effectiveness: A diganostic tool. *Organ. Dynam.*, 23(3): 20-35