

An Exploratory Study of Employees' Satisfaction vis-à-vis Operational Efficiency in Some Selected Hotel Properties of Shillong, Meghalaya

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Abstract: The hospitality sector is one of the fastest growing sectors in India and has grown at the rate of 7.23 % between 2012 and 2020. Despite the downfall brought about by the COVID-19 pandemic, the industry has again revived and bounced back in the year 2022 and showing positive trends this year. The industry is being given widespread coverage and importance in different Govt. of India schemes. Many international hotel chains including Sheraton, Hyatt, Radisson, Meridien, Four Seasons Regent and Marriott International are already established in the Indian markets and are still expanding. Hotel Industry in India has witnessed tremendous boom in recent years. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry [1]. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' campaign have also helped in the growth of domestic and international tourism and consequently the hotel industry [2]. This industry has great significance in the Indian economy as well as in the global economy [3]. According to Economic Survey of India and Technopak, the Indian hotel industry accounts for USD 19 billion, 71.50% (USD 11.95 billion) which comprises of the unorganized sector and the remaining 29.7% (USD 5.67 billion) from the organized sector. Hospitality industry needs the personnel who enjoy their work, innovate the way of doing their work and committed to their job. The motivated and satisfied

employees are the ones who decide the profit or loss of the company as they are in direct contact with the customers which ultimately decides the company's image and quality in the market [4]. The present study has tried to understand the levels of employee satisfaction and operational efficiency which is having impact on hotels in the Shillong region [5].

Keywords: Employee satisfaction, Hospitality, Hotels, Operational efficiency, Shillong.

I. INTRODUCTION

The hospitality sector is one of the fastest growing sectors in India and has grown at the rate of 7.23% between 2012 and 2020. Despite the downfall brought about by the COVID-19 pandemic, the industry has again revived and bounced back in the year 2022 and showing positive trends this year. The industry is being given widespread coverage and importance in different Govt. of India schemes. Many international hotel chains including Sheraton, Hyatt, Radisson, Meridien, Four Seasons Regent and Marriott International are already established in the Indian markets and are still expanding. Hotel Industry in India has witnessed tremendous boom in recent years. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry [6]. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' campaign have also helped in the growth of domestic and international tourism and consequently the hotel industry. Hotel Industry giants are

flocking India and forging Joint Ventures to earn their share of pie in the race. Government has approved 300 hotel projects, nearly half of which are in the luxury range. Sources reveal, as of 2017-18, 81.1 million people are employed in the tourism sector in India which was 12.38% of total employment in the country [7]. The study is an original one and is being applied on the hospitality industry and the sector for several reasons. This industry has great significance in the Indian economy as well as in the global economy. According to Economic Survey of India and Technopak, the Indian hotel industry accounts for USD 19 billion, 71.50% (USD 11.95 billion) which comprises of the unorganized sector and the remaining 29.7% (USD 5.67 billion) from the organized sector [8]. Hospitality industry needs the personnel who enjoy their work, innovate the way of doing their work and committed to their job [9]. The motivated and satisfied employees are the ones who decide the profit or loss of the company as they are in direct contact with the customers which ultimately decides the company's image and quality in the market [10].

The growth in the hospitality sector and its contributions to the GDP are projected to continue to be substantially higher than other sectors of the economy obviously due to enormous tourism potential in the country. However, the hospitality sector is one of the most heavily taxed industries and is saddled with multiple layers of tax such as VAT, service tax, luxury tax, etc. ranging from 20 to 30 per cent. This multiple taxation system adds to operational costs and adversely affects the profitability [11]. While the operationalization of the GST regime is expected to rationalise the taxation structure, enhance the ease of doing business and lower cost for the consumers. In fact there is a long pending demand for lowering the taxes levied, to incentivize and attract more investments to the sector [12].

Infrastructure development is the backbone and key to the growth of any sector of economy and Tourism and Hospitality are no exception [13]. Taxes on real estate development for the hospitality sector need to be lowered to boost investments, as there is an acute shortage of good quality accommodation in the country. Secondly, the industry has been clamouring for industry status for over two decades. Providing industry status to the hospitality sector will go a long way in attracting investment and development of the sector [9]. With India projected to be the fastest-growing nation in the wellness tourism in the next five years, at over 20% gains annually (SRI International), infrastructure development becomes critical in order to support this growth [14].

The government must also look at incentivizing investments in the development of luxury and ultra-luxury projects which will provide impetus to the hospitality and travel sector in India [15]. The government should also provide service tax exemption for new developments and a longer tax holiday for new hotels and resorts that will help in attracting investments to the industry. Also, the tax rate for the sector needs to be lowered from the proposed 18% tax slab under consideration for the new GST regime [16, 17].

II. TOURISM AND HOSPITALITY SECTOR VIS-A-VIS EMPLOYEES' SATISFACTION

The tourism sector is a luxury and voluntary activity and it is one of the largest and fastest growing industries in the world. Improvements in transportation, and the growth of inclusive tours and other forms of relatively affordable vacation travel have further extended the opportunity to travel for pleasure [18]. The travel and tourism industry consists of many essential components: hotels and motels, transportation, entertainment and tourist attractions, restaurants, travel and tour companies, travel industry associations as well as public and private tourism promotion and marketing offices. The accommodation sector is a major component in the travel and tourism industry. In this scenario the hotel industry plays a vital role and this ranges from expensive five star hotels to low cost budget hotels. The choice of accommodation and food depends on the types and psyche of tourists, as well as their economic status [19].

The hospitality industry relies on a host of enabling the ecosystem to function and has a reciprocal relationship with several other sectors like transportation, entertainment, aviation etc. Strengthening these related sectors will lead to the growth and development of the hospitality sector as well [20]. Therefore, single window clearance for real estate and hospitality projects and creating quality infra and super structure for the hospitality industry are much-needed steps for the growth of the industry. The hospitality sector has the potential to be the main driving force behind the growth of the economy and society of any nation. However, it will be possible only with the right amount of support and incentives from the government in all categories of hotels and not only limited to the luxury and ultra-luxury segment [21].

As such, employees are primarily responsible for providing a sustainable competitive advantage for the hotels. In the hotel industry employees experience many problems which force them to leave their jobs. Employees in hotels play a significant role because they are important to the development of the hotel [1]. Therefore, success in the hotels depends on managing and retaining employees. The most important factor for the success of the hotel business is to hire and retain adequately qualified and committed employees [12]. The efficient and effective performance of an employee is the building block for the success of service sector. In today's competitive world, the hotel industry should try to increase the job satisfaction among the employees by motivating them and at the same time they should aim in further developing their skills and, of course the business involves complex number of variables, circumstances, opinions and behavioural tendencies [22].

Hotels that provide higher salaries, strong reputation, and benefits in kind can easily retain their employees because the employees become satisfied with their job. Job satisfaction among the employees arises if they enjoy the position and feel rewarded for their successful efforts [13]. Job satisfaction is a factor that motivates employees, helps in goal achievement,

and boosts employees' morale in the workplace [16]. Herzberg *et al.* (1959) developed motivational model of job satisfaction and through research found that the job related factors can be divided into two categories, viz. hygiene and motivational factors [9]. Hygiene factors might not directly cause satisfaction but they can change dissatisfaction into no dissatisfaction or short term motivation. On the other hand, motivational factors have long lasting effect as they raise positive feelings towards job and convert no dissatisfaction into satisfaction [13]. In the absence of hygiene factors the employees' chances of getting dissatisfied also augment [23].

As one of the main goals in everyday hotel practice, profitability is often identified as organizational success. However, a goal set as universally and ideally represents only a generalization of other important organizational factors, which cause the realization of that goal (which would be impossible in their absence). One of those significant influencing factors is employee satisfaction. Authors Heskett *et al.* (1994) proposed their service profit chain, which explains that profit and growth are stimulated primarily by customer loyalty as a result of customer satisfaction [24]. Furthermore, satisfaction is influenced by the value of services, which is created by satisfied, loyal and productive employees. Regarding the circumstances which shape the hotel industry today, such as high labour intensiveness, constant human interaction, and dependence on other colleagues (Galičić and Laškarin, 2016) ascertaining employees' satisfaction in the hotel industry is much more challenging and critical compared to other industries [25].

Researchers have also considered employees' satisfaction as a main cause of guest satisfaction [3, 26]. Some authors pursued a deeper understanding of guest satisfaction. For example, author Kuo (2007) researched employee attitude and its connection to tourist satisfaction. The fact that one of the effective way to provide guests with added value is by maintaining an honest relationship with the guests which also highlights the importance of positive behaviour [11]. Moreover, employees' hospitality is the common denominator of all benevolent relations characterized by willingness to meet and understand the guests. Positive behaviour inside the organization in this research will be described through three key aspects: relationship with co-workers, relationship with guests and employee – management relationship [14].

Keeping in view the above discussions, this study is of the opinion that a correlation needs to be developed between employees' satisfaction level, motivational factors, competence, working ambience and the resultant servqual (quality of services), which has a direct influence on the performance level of any organization. Considering the fact that tourist influx (along with the changing demand pattern) has been constantly escalating to the study area, it was found to be imperative to take-up the research problem in order to reap the judicious and holistic benefits of the ever flourishing tourism and hospitality industry.

III. LITERATURE REVIEW

A. Job/Employees Satisfaction

Job satisfaction can be referred to as *pleasing emotional state ensuing from appraisal of one's job and job experience* (Locke, 1976). Further, employees' or job satisfaction can, quite simply, be described as the level of contentment the employees experience through their jobs. Several studies have highlighted the consequences of job satisfaction among employees in different sectors. Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction. Hygiene factor can only cause external happiness but they are not powerful enough to convert dissatisfaction into satisfaction but still its presence is too much important. According to them the Herzberg Two Factor Theory, both Hygiene and Motivation factors are linked with each other, as Hygiene factors move employee from Job dissatisfaction to No Job dissatisfaction, whereas motivation factors moves employees from no job dissatisfaction to job satisfaction (Herzberg *et al.*, 1959). Herzberg's Two-Factor Theory of Motivation was used as a tool to investigate motivation and job satisfaction among the star category hotel employees. Several research studies have assessed the validity of Herzberg's Two-Factor Theory of Motivation and its relationship to job satisfaction [16, 25].

According to Lai Wan (2007) satisfaction is an essential aim for any organization to achieve in order to meet their mission [15]. Obviously, the enhanced levels of satisfaction amongst employees result in more returns to the organization. At the same time it can be argued that the dissatisfaction of the employees has adverse effects on operational efficiency and effectiveness of the organization as a whole. So studying job satisfaction and its impacts on the success of an organization is one of the most significant areas of the contemporary organizational setup. As pointed out by Dawson *et al.* (2011), companies are aware of the importance of satisfaction in hotel workers [21]. In fact, employee job satisfaction is directly linked with customer satisfaction. Higher levels of customer satisfaction could be generated by increasing job satisfaction among service personnel [27].

B. Hotel Industry vis-à-vis Employees Satisfaction

Job satisfaction in the hotel industry may result in an increase in many forms of positive employee behaviour, commitment to providing the guest with satisfactory service, cooperation with other employees, and dedication to the organization. These

activities and beliefs contribute to the hotels' ability to deliver a high level of service that encourages customer loyalty. An increase in employee satisfaction may motivate workers to be more engaged and, as a result, to take actions that, consequently, result in augmented guest satisfaction and profitability which is important for success of sustainability and organizational changes in hospitality industry [26].

Nowadays, it is seen that employee job satisfaction rate is imperative for the company to enhance their quality and productivity. As seen in today's global scenario, workers' job satisfaction is diminishing in organizations and many of them are endeavouring to discover some approaches to expand the workers' job fulfilment. Career development is impacted by an instructive procedure, the passionate factor and individual esteem [24, 25]. Likewise, a worker's remuneration assumes a key part of work fulfilment since it's at the core of the business relationship and is of basic significance to the organizations and higher ups [14]. The compromises in the organizational structure and the decrease in professional stability have changed mind-set amongst senior and junior employees [11]. Besides, some of the studies demonstrate that majority of the workers opine that the nature of their workplace influences their state of mind and mentality about their work [21]. As indicated by the social trade hypothesis, employees perceive their work as a commitment and trade with the organization which they work for, with expanded execution at work promoting the desire of more compensation from the organization [21]. The social psychological hypothesis clarifies that employee's occupational fulfilment inside a venture impacts the employee's demeanours towards their work and responsibilities execution [17]. Job satisfaction is a state of mind which comes from the correlation of a representative's desires of a vocation with the real outcomes achieved [19]. Employment fulfilment incorporates both inner and outer accomplishment. Inward fulfilment covers the pleasure one gets from an occupation's inherent intrigue, fervour, achievements, self-governance, duties, and openings; though outer fulfilment alludes to the happiness acquired from a vocation's situation, monetary compensation and advantages, open doors for headway, viable task, alongside productive association and basic leadership. Elevated amounts of occupational fulfilment can stimulate excitement and positive sentiments among workers towards their organizations, making them more eager to strive while doing their assignments and carry out obligations. This eventually is advantageous and expands the associations' execution [25]. All the above considerations have drawn attention to those diverse kinds of elements which will impact the representative occupation fulfilment in an association.

As is evident from the above discussion, there are so many factors that are associated with the employee's satisfaction vis-a-vis operational efficiency of any hotel property. Studies carried out by various researchers and the thoughtful articles published by distinguished authors put emphasis on aspects like *transparency at the work place, compensations and rewards, work flexibility along with job security, relationship with the colleagues, personal life and work balance,*

company's financial stability, learning and career development opportunities, interesting job content, company values etc. Obviously, demographic profile of the employees also is directly proportionate to their expectations, satisfaction levels and their consequential efficiency at the work place.

A study by Singh and Jain (2013) examines the broad forms of various variables responsible for employee satisfaction [24]. This study points out that employees' attitude typically reflects the moral of the company. The study suggests that policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to enhance their satisfaction level. Jhajharia and Gupta (2015) aim at measuring Employee Satisfaction and its impact on employee retention. The study suggests that the biggest impact on a company's productivity is the satisfaction of the employees [12]. Razika and Maulabakhsha (2015), studied the impact of working environment on employee job satisfaction. The result indicates a positive relationship between working environment and employee job satisfaction [16].

Sarwar and Abugre (2013), studied the relationship between employees' rewards, and the dimension of their job satisfaction in the service sector. Findings showed that rewards induced positive job satisfaction of employees and job satisfaction of employees stimulated their loyalty to the organisation [23]. However, a high level of employee dissatisfaction was recorded for employee pay and the amount of work they do. Neog and Barua (2014), in their article studied to assess the factors which are responsible for influencing employee's job satisfaction and tracing the relationships between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and Job Security and job satisfaction [19]. The result revealed that salary is the most important factor for influencing job satisfaction of employees. Apart from salary, it has been found that the influence of supervisor support, healthy working environment, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employees' job satisfaction [27].

Thangaswamy (2016), in his research paper studied the level of job satisfaction of bank employees in the State Bank of India in Kanyakumari District. The study reveals that among the officers of State Bank of India 56.7% had medium level of job satisfaction and 15% had higher level of job satisfaction. In the case of clerical staff 30.7% had lower level of job satisfaction and 60.7% had medium level of job satisfaction [27].

Sarin and Sharma (2015), in their article "Determinants of Job Satisfaction in the Indian Biotechnology Sector: Issues and Interventions", statistically and analytically examines the determinants of job satisfaction of employees in the Indian biotechnology sector. It also analyses the impact of job satisfaction based on level of management in the Indian biotechnology sector. The application of ANOVA and other statistical examination revealed that overall job satisfaction among employees in the biotechnology sector in India has a significant relation with the level of management. Besides

evaluating the determinants of job satisfaction, the statistics revealed that junior level management has a far more job satisfaction level compared to middle and senior management in the Indian Biotechnology sector [22, 25].

Swarnalatha and Sureshkrishna (2012), examine the management practices by introducing employee empowerment, teamwork, employee compensation, management leadership into a research model for studying employee job satisfaction among the employees of automotive industries in India. The study shows that the job satisfaction level of employees is medium and the top management leadership need to take attention of enhancing the employee job satisfaction level. The result also shows that there is a significant relationship was approved between employee empowerment, teamwork, employee compensation and management leadership [26].

Mishra (2013), explains that Job satisfaction is one of the most crucial issues in industrial Psychology and behavioural management in organisation. It is one's effective response to the job. It is concerned with such specific factors has wages, supervision, steadiness of employment, conditions of work, social relation of the job, prompt settlement of grievances, fair treatment of employer and other similar items. Job satisfaction is related to different Socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, Duration of work etc [12, 17].

The study would focus on the variables ranging from employees working ambience, grievance handling systems in the organizations, relationship with colleagues, established reward systems, welfare facilities, wage systems, promotion and career development opportunities to job security provisions etc.

IV. STUDY OBJECTIVES

- To examine satisfaction level of the employees working in hotel sector in the capital city of Shillong.
- To correlate employee satisfaction levels with the operational efficiency of the properties selected.
- To suggest a strategic mechanism to enhance the motivational endeavours adopted by the employers vis-a-vis satisfaction and commitment levels of the employees.

V. RESEARCH METHODOLOGY

The objective of the present research study is to identify the gaps, if any, those exist between the job satisfaction levels and their impact on the performance levels leading to operational efficiency. The inflow of tourists in the state is on the rise, but it can be effectively exploited if the facilities offered are able to provide value for money to the tourists. There are many examples where similar efforts have provided rich dividends to the touristic regions; for example Rajasthan and Kerala. The scholar will also take into consideration the issues related to the constraints being faced by the employers.

The present research is based on descriptive survey method. The method of research basically aims at fact-finding and analysis. The method also deals with relationships between employers and employees, along with the causes and effects for the same on the business progression. The business output of the hotels will also be taken into consideration for the past five years. The research will be experiential as well as suggestive in nature. To achieve the objectives of the proposed research a mixed methodology approach, that includes both qualitative and quantitative techniques, will be applied to the study.

A. Sources of Data

Both primary and secondary data will be used for the purpose of this study. Primary data will be collected through field survey and by conducting an in-depth interview of relevant segments of the employees tentatively from the select around hotels operating in Shillong. The following criteria have been applied for selection of the hotels:

- The property should be either approved by Government of India or registered with the Department of Tourism, Government of Meghalaya or;
- The hotel must be operational from past five years and;
- There should be minimum of five employees working in the hotel throughout the year.

Secondary data will be collected from related books, journals, published articles, research theses, and websites would be employed for the study if required.

B. Research Area

The study area for the present research study shall comprise of only the capital city of Shillong. The rationale behind this selection is that most of the tourists prefer to stay at Shillong because of the easy availability of the required amenities and services and after excursions to nearby touristic attractions they can conveniently return to the hub area. Out of the hotels operating in the study area around thirty five hotels of the area have been carefully selected mainly because of the factors mentioned above.

C. Working Definitions

(i) Hotels

Hotels are commercial organizations used to accommodate the travelers/tourists or non-tourists- visiting any destination or property that are used for various reasons. Depending upon the location and services offered, hotels are categorized in different categories like down-town hotels, airport hotels, motels etc. Further, due to recent innovative endeavors alternative options have been created that lure various market segments.

(ii) Employees' Satisfaction

Employees' satisfaction refers to delightful psychological or emotional state resulting from the evaluation of one's occupation as achieving or facilitating the accomplishment of one's job values and the extent to which people like or dislike their jobs. This basically refers to the level of contentness employees experience at their work place. Employees' satisfaction is quite relative depending upon the professional background, demographics, lifestyle and expectations of theirs.

(iii) Operational Efficiency

The ratio between the outputs gained from any commercial activity vis-a-vis the inputs used to accomplish the same is precisely described as operational efficiency. It is the capability of an enterprise to deliver quality products or services in order to achieve higher satisfaction levels of the customers and, of course, enhancing the business prospects of the organization. Operational efficiency, thus, can be defined as the proportional equilibrium between the efforts and consequential vocational outcomes from the job assigned to the employees.

D. Population and Sample

The first population for the study would include the upper level employees who are working as managers in these properties. Point to be mentioned here is that since most of these hotels are family-run businesses, usually the entrepreneurs function both as employers and managers. The second population for the study would comprise of operational level employees which include both skilled and semi-skilled work force. We adopted stratified sampling method for the whole universe that would be the part of study area. Random sampling technique was also used to identify the respondents amongst the employers and employees. Therefore, all the constituents of population will have a fairly good chance of selection for the study [27].

E. Research Design

The researcher will adopt appropriate descriptive research design involving both quantitative and qualitative techniques to investigate the employee's satisfaction level and their operational efficiency. Attitude, perception vis-à-vis satisfaction level of employees towards their organization in the study will be measured using Likert five point scale and, if required, by adopting Lilac and Minnesota models. To study the satisfaction levels of the customers to these hotels the same tool will be used. Level of participation in HR activities is an important variable which is categorized into active participation (direct involvement), passive participation (indirect) or cohesive participation (intermediary). The employer's expectation(s) from their employees will be studied to determine the factors that influence employer-employee behavior or relationship. The role of HR activities over a period of time on profitability and

hotel growth can also be studied and determined.

Appropriate statistical tools will be used for analyzing the quantitative data collected through schedules. For qualitative data, suitable methods of analysis and interpretation will be used. Variable analysis will be conducted by using cross tabulations to analyze and interpret the relationships between variables. Other appropriate statistical measures and analytical tools, as necessary during the course of data analysis, will be employed.

VI. SIGNIFICANCE OF THE STUDY

Profitability being one of the major goals, in any of the commercial activity, is often identified as organizational success. However, a goal set as universally and ideally as that, represents only a generalization of other important organizational factors, which cause the realization of that goal (which would be impossible in their absence). One of those significant influencing factors is employee satisfaction. Authors Heskett *et al.* (1994) proposed their service profit chain, which explains that profit and growth are stimulated primarily by customer loyalty as a result of customer satisfaction. Furthermore, satisfaction is influenced by the value of services, which is created by satisfied, loyal and productive employees [10].

Regarding the circumstances which shape the hotel industry in the present context; such as high labour intensiveness, constant human interaction, dependence on other colleagues etc. [7, 11]; managing employee satisfaction in the hotel industry compared to other industries represents the most critical point of hotel management. Diverse scientific literature and practical examples demonstrate the importance of employee satisfaction and its causal connection to job performance [12, 13].

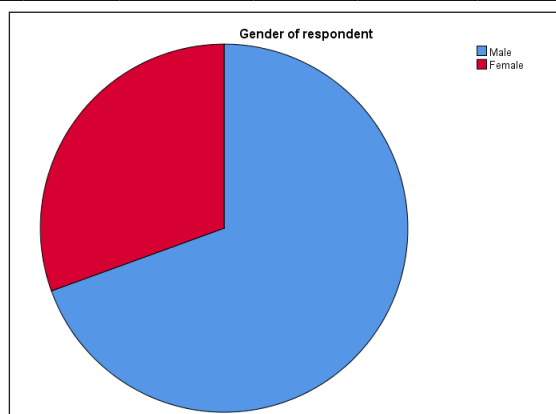
Although there is a significant amount of research where employee satisfaction has been examined by means of numerous motivational factors, but most of these research works are lacking in studies which distinguish types of positive employee behavior.

Employee satisfaction has, in the contemporary business scenario, become a very important process in the organizations, especially for tourism and hospitality industry where attrition rate is very high. Every organization needs to understand this process in order to retain best of the employees. Due to the importance of human capital in the success of organizations, it is essential to optimize human resource management. Following in this line, this analysis focuses on the close relationship between job satisfaction, quality of service, and customer satisfaction. A hotel whose employees are dissatisfied will be unable to offer competitive and quality services, as job satisfaction is an important factor in the success of businesses [14].

VII. RESULTS AND DATA ANALYSIS

TABLE I: GENDER OF RESPONDENTS

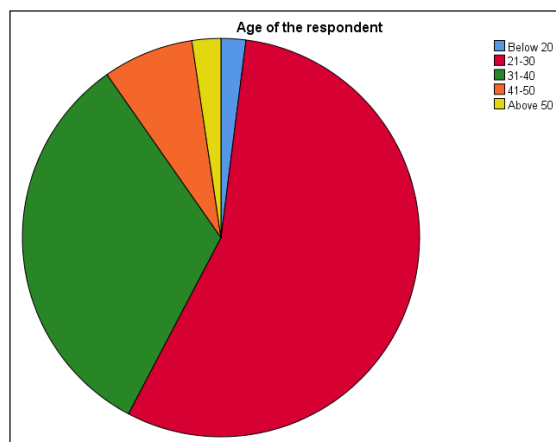
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	207	69.5	69.5	69.5
	Female	91	30.5	30.5	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it may be seen that the total number of respondents surveyed in different hotels located in Shillong were 298. Out of this 70% were males and 30% were female respondents who participated in the study.

TABLE II: AGE OF THE RESPONDENTS

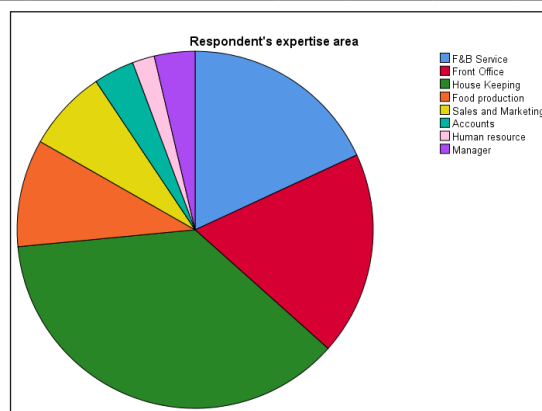
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	6	2.0	2.0	2.0
	21-30	166	55.7	55.7	57.7
	31-40	97	32.6	32.6	90.3
	41-50	22	7.4	7.4	97.7
	Above 50	7	2.3	2.3	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it can be seen that the age of respondents from different hotels in Shillong as per different age groups. The maximum number of respondents were from the age group 21-30 years comprising almost 56%. It can be seen from the above table and pie-chart that the age group 31-40 years nearly 33% of the participants responded to the study. Hence, from these two groups which usually comprise the young task force of the Shillong region, almost 89% of respondents participated in our study.

TABLE III: RESPONDENT’S EXPERTISE AREA

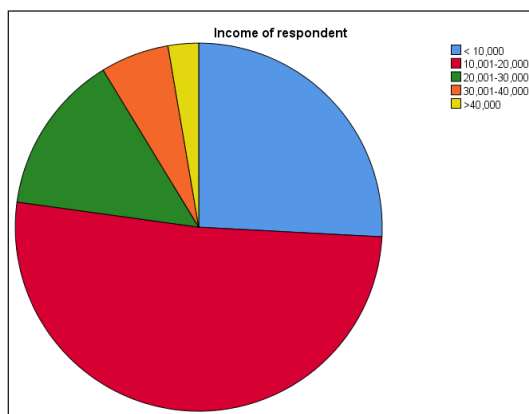
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	F&B Service	54	18.1	18.1	18.1
	Front Office	55	18.5	18.5	36.6
	House Keeping	110	36.9	36.9	73.5
	Food production	29	9.7	9.7	83.2
	Sales and Marketing	22	7.4	7.4	90.6
	Accounts	11	3.7	3.7	94.3
	Human resource	6	2.0	2.0	96.3
	Manager	11	3.7	3.7	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it may be observed that almost 37% staff who responded in our study was from house-keeping which maintains the hotel cleanliness, ambience and overall maintenance of the hotels. Hence, they constitute a major force in the overall management of the hotels. Close to 18% respondents were from Food and Beverages (F&B) segment and Front office. They also constitute an important taskforce in the smooth management of the hotels in Shillong. The other segments such as food production, accounts, sales and marketing, human resources etc. contributed less than 10% of the study respondents.

TABLE IV: INCOME OF RESPONDENTS

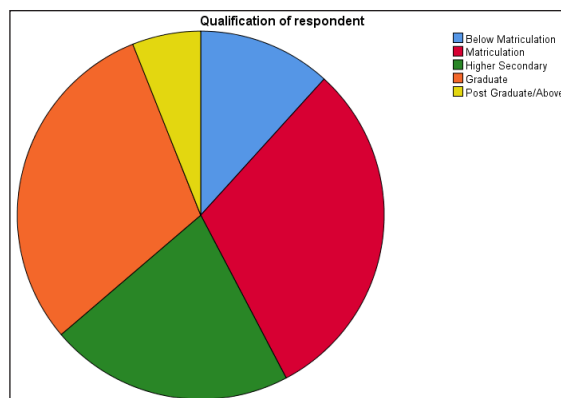
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 10,000	77	25.8	25.8	25.8
	10,001-20,000	153	51.3	51.3	77.2
	20,001-30,000	42	14.1	14.1	91.3
	30,001-40,000	18	6.0	6.0	97.3
	>40,000	8	2.7	2.7	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it may be seen that the majority of the respondents i.e. close to 51% lie in the income bracket between INR 10,000 to 20,000/-. 25% respondents lie in the income bracket less than INR 10,000/- who are new recruits in the hotel industry and having less work experience. Close to 14% lie in the income bracket from INR 20,000 to 30,000/- who are mostly the experienced and at senior staff positions. Close to 9% of the respondents were having income above INR 30,000/- comprising of senior positions and more experienced staff in the hotel industry.

TABLE V: QUALIFICATION OF RESPONDENTS

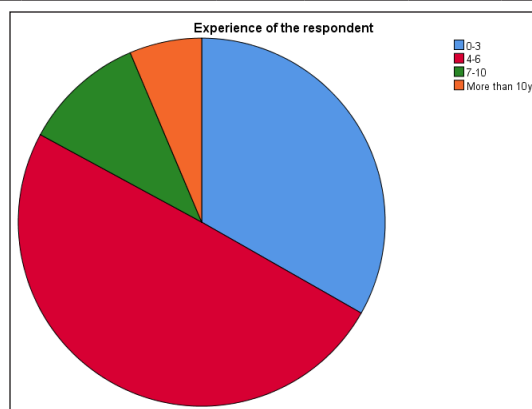
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Matriculation	35	11.7	11.7	11.7
	Matriculation	91	30.5	30.5	42.3
	Higher Secondary	64	21.5	21.5	63.8
	Graduate	90	30.2	30.2	94.0
	Post Graduate/Above	18	6.0	6.0	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it can be observed that the respondents who were either graduate or matriculate pass comprised almost 60% of the respondents with close to 30% for each category. Higher secondary qualified respondents were close to 21% and those below matriculation and doing menial jobs in the hotels comprised close to 12% of our study respondents. Close to 6% were post-graduates in the hotels which were surveyed in Shillong. It shows that most of the respondents almost 82% who joined the work force were those who completed their matriculation, higher secondary or graduates degrees.

TABLE VI: EXPERIENCE OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3	99	33.2	33.2	33.2
	4-6	148	49.7	49.7	82.9
	7-10	32	10.7	10.7	93.6
	More than 10 yrs	19	6.4	6.4	100.0
	Total	298	100.0	100.0	

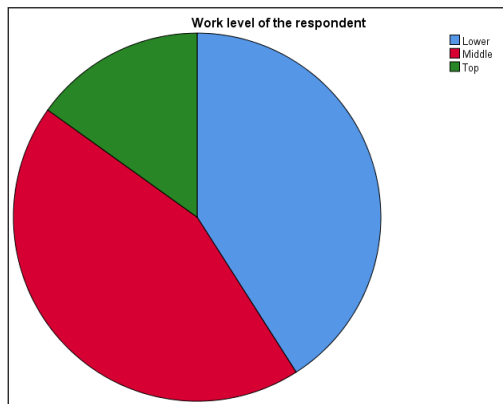


From the above pie-chart, close to 50% of the respondents were having work experience of 4-6 years in the Shillong hotel industry. The respondents with 0-3 years comprised on

33% respondents in our study. 10% of the respondents were having work experience 7 to 10 years. More than 10 years work experience comprised on 6% of the respondents in our study. Hence, close to 83% respondents were having work experience ranging from 0 to 6 years.

TABLE VII: WORK LEVEL OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower	122	40.9	40.9	40.9
	Middle	131	44.0	44.0	84.9
	Top	45	15.1	15.1	100.0
	Total	298	100.0	100.0	



From the above pie-chart, it may be observed that close to 44% comprised the middle work level in the hotels in Shillong which we surveyed in our study. The lower segment comprised of 41% of the respondents. The top level comprised of close to 15% of the respondents. Hence, it can be seen that in our study most of the respondents close to 85% comprised of the lower and middle levels working in the hotel industry.

VIII. DISCUSSIONS

Hospitality industry needs the personnel who enjoy their work, innovate the way of doing their work and committed to their job. The motivated and satisfied employees are the ones who decide the profit or loss of the company as they are in direct contact with the customers which ultimately decides the company’s image and quality in the market. The present study has tried to understand the levels of employee satisfaction and operational efficiency which is having impact on hotels in the Shillong region. From our study, we found that almost 89% of task force employed in the hotels in Shillong were in the young age bracket of 21 to 40 years which shows interest of younger generation to get involved in the hotel industry sector. Close to 83% of the task were from the lower and middle income bracket doing menial house-keeping jobs, customer service and

maintenance activities in the hotels surveyed in Shillong. It was found that they had close to 4-6 years’ experience in the sector which shows that were having knowledge of the sector in which they were working. The study found that hotels in Shillong were also facing staff shortage and difficulty to retain staff by their employers and this may be achieved in the near future through different incentives and enhancements in their pay package. This would help in improving the overall operation efficiency of hotels in Shillong.

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