



## A Study on Job Satisfaction of Employees at Arayal Luxury Resort Wayand

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### ABSTRACT

In contemporary times, there has been a steady rise in the quantity of hotels in India, primarily attributed to the impact of tourism within the nation. However, there has been a noticeable upward trend in the turnover rate of personnel within the hotel business throughout the years. Maintaining employee loyalty inside an organization and therefore retaining people is a complex and challenging endeavor that lacks a straightforward solution. Multiple factors impact employee loyalty within the hotel sector, including career advancement opportunities, remuneration and incentives, employment stability, and the quality of the work environment. The study was conducted in response to the human resource management challenges encountered by hospitality firms, particularly in relation to workforce stability. The researcher expressed concern on the frequent turnover of employees within this particular industry, as they frequently transition to other comparable businesses. The primary aim of this study was to assess the degree of job satisfaction and its correlation with workers' productivity within the hotel industry. The research was conducted at the Arayal Luxury Resort, located in Wayanad. The findings of this study suggest that job satisfaction among workers in the hospitality

sector significantly influences their productivity. The researcher conducted an exploratory study, wherein data was collected using a self-structured questionnaire as well as open-ended questions through interviews. The received data was then analyzed using basic descriptive statistics. The participants in this study were the staff of the Araya Luxury Resort. Based on the research findings, it is recommended that the hotel management should strive to implement a comprehensive and clearly defined human resource plan or strategies. This should encompass various aspects such as salary, fringe benefits, reward and recognition schemes for staff members, as well as training and development programs. The purpose of this intervention is to aid in the mitigation of discontentment and enhancement of job satisfaction among staff members, while concurrently minimizing employee turnover and optimizing profitability. This study also elucidates the significant contribution of employees to the productivity and operational efficiency of the organization. Moreover, the final section of this study presents a number of suggestions for fostering employee loyalty within the hotel business. These ideas aim to assist organizations in optimizing their earnings and enhancing operational efficiency.

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## **Introduction**

Travel for short-term pleasure, leisure, family, or commercial objectives is known as tourism. While international travel is most often thought of when people hear the word "tourism," it can also mean a trip within a single country. As a kind of recreation, tourism has grown in popularity around the world. These days, tourism is the lifeblood of many nations' economies, impacting not only the countries that welcome visitors but also those that receive them. Approximately 6% of all exports are commodities and services, and 30% of all trade is in services, therefore it's safe to say that tourism is a major moneymaker for host communities. The tourism-related service sector of the economy also benefits from this trend, as it generates job possibilities. Tourism is good for service businesses like taxis, cruise lines, and airlines,

as well as hospitality services like hotels and resorts, and entertainment venues like theme parks, casinos, shopping centres, concert halls, and theatres.

A rapidly expanding industry that supplies essential and desired goods and services to tourists all over the globe, the hospitality sector is a subset of the larger travel and tourism industry. For hotel owners and managers competing with hundreds of others, the most important thing is making sure their employees are happy, according to scholars. An increasing number of employees are choosing to leave their current employers in search of ones that better meet their needs. This trend is particularly noticeable in the hospitality industry, where customers engage with employees on a daily basis. According to studies, the hotel business is expected to play a significant role in the state's economy as Kerala aims to be one of the top 10 tourist destinations in the country by 2025. An improved grasp of the hospitality business and staff happiness will boost customer satisfaction, which in turn will increase hotel income, since employee happiness has been identified by the hotel sector as a critical marketing strategy for separating itself from rivals. The experience of visitors or guests, including the consumption of food, drink, and lodging while away from home, is the foundation of hospitality. When employees are happy, these encounters become more memorable.

### **Review of Literature**

"Job satisfaction" is defined as the degree to which workers are happy with their jobs and what happens when their needs and the characteristics of their jobs are a good match. My name is Keith Davis. The "Difference between the amount of rewards the workers receive and the amount they believe they should receive" is what Stephen P. Robbins means when he says that people are satisfying with their jobs.

Nevertheless, it proved challenging to find evidence that job happiness significantly impacts performance on the job. Research in the field shifted its focus to that verse (Lawler and Porter 1967)—that an employee's job satisfaction is influenced by her job performance. Several schools of thought in psychology hold that an employee's level of contentment with her employment is directly related to how well she does her job. According to the theory of intrinsic motivation put out by Deci and Ryan (1985), people are intrinsically motivated to work because they find meaning in their work. Bem's (1972) and Festinger's (1957) theories of self-perception and cognitive dissonance both propose that attitudes are either altered to match conduct or inferred from behaviour. Not many research have shown that how well you do on the work affects how satisfied you are with your employment (Iaffaldano and Muchinsky 1985). Similarly, research on sales teams conducted by organizations consistently finds a minimal

correlation between job happiness and performance (Bagozzi 1980; Brown and Peterson 1993). Firm measures aimed at increasing job performance should not have a direct impact on job satisfaction and related outcomes like employee turnover if the influence of job performance on job satisfaction is negligible, as pointed out by Brown and Peterson (1993). Individual traits, views of one's function within the company, and structural factors all play a part in determining how happy an employee is in their work (Brown and Peterson 1993).

Numerous organizational variables, including motivation, performance, leadership, attitude, conflict, morality, and job satisfaction, have been found to be strongly related. Some researchers have tried to pin down what makes a job satisfying, while others have tried to rank the importance of different aspects of job satisfaction and see how they affect productivity. To back up this claim, Ellickson and Logsdon (2002) defined job satisfaction as the degree to which workers like their jobs. According to Schermerhorn (1993), an employee's level of job satisfaction is determined by their emotional reaction to different parts of their work.

The way an individual perceives their job has a significant impact on their level of job satisfaction, according to C.R. Reilly (1991). Job satisfaction is defined by J.P. Wanous and E.E. Lawler (1972) as the total of happiness with all aspects of one's job. Abraham Maslow proposed a five-level hierarchy of human needs in 1954, beginning with physiological, progressing through safety, belonging, love, esteem, and self-actualization. Some studies have tackled the topic of job satisfaction from the standpoint of need fulfilment, based on Maslow's theory (Kuhlen, 1963; Worf, 1970; Conrad et al, 1985). The job's requirements and the employee's expectations about those requirements are two factors that contribute to job satisfaction or discontent (Hussami, 2008). Salaries, work environments, levels of autonomy, communication, and organizational commitment are some of the factors that impact job satisfaction (Fisher and Locke, 1992; Xie and Johns, 2000; Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Xie and Johns, 2000). Compensation is understood differently by various individuals. Wages, remuneration, recognition, and reward all have varied meanings in this article (Zobal, 1998).

### **Importance of the Study.**

The purpose of this article is to investigate how content the staff at the Arayal Luxury Resort is with their work. To the existing body of information on the topic, this study will contribute. In light of the rising turnover rate in the hospitality industry, this paper seeks to gain a better understanding of the job

satisfaction levels of the Arayal Luxury Resort's employees in order to draw a comparison to the broader picture of employee satisfaction in the industry. With this work as a springboard, more studies in this area can be conducted, raising the possibility of new insights into and solutions to the problems plaguing the industry.

### **Statement of the Problem**

The objective of this study is to assess the degree of Employee Job Satisfaction at Arayal Luxury Resort, by examining the various elements that impact the degrees of satisfaction among its employees. The research aims to comprehensively investigate the factors contributing to observed levels of satisfaction by employing a mixed-methods approach that incorporates both quantitative and qualitative methodologies, such as surveys and interviews. The inquiry encompasses a range of factors, including the work environment, interpersonal dynamics, recognition, salary, and chances for professional advancement. In addition to employing a diagnostic method, the research endeavors to offer practical solutions and recommendations that are specifically customized to the unique setting of Arayal Luxury Resort. The overarching objective is to provide a valuable contribution towards advancing comprehension of employee dynamics within the firm and providing ways for augmenting overall job happiness.

### **Objectives of the study**

1. To assess and quantify the current job satisfaction levels among hotel employees,
2. To identify the underlying factors influencing these levels
3. To formulate and propose practical solutions aimed at improving overall job satisfaction within the hotel.

### **Research Methodology**

**Design:** The study employed a survey research design, utilizing a self-structured questionnaire as the primary instrument for data collection. The questionnaire comprised 10 questions, encompassing various facets of job satisfaction.

**Area of the Study:** The research was conducted at Arayal Luxury Resort, situated in a central location on the bank of Manjoora in Wayanad. Wayanad is home to a diverse range of hotels, from five-star establishments to one-star accommodations.

**Population:** The target population consisted of the staff of Arayal Luxury Resort, totalling 150 employees. Due to availability constraints, 140 questionnaires were distributed, and 130 were collected, forming the sample size for the study.

**Data Sources:** Two main sources of data were utilized - primary and secondary. Primary data was collected directly from hotel staff through self-administered questionnaires and interviews. Secondary data was obtained from sources such as past performance appraisals, journals, magazines, newspapers, and the internet.

**Instrument for Data Collection:** The research utilized a questionnaire designed to address the research questions. It included sections on respondents' personal data, covering age range, gender, and educational qualifications.

**Data Collection Techniques:** Data was collected through self-administered questionnaires and personal interviews. These methods were employed during field surveys to gather information from respondents regarding their job satisfaction levels and the impact on productivity.

**Data Analysis Technique:** Descriptive statistics, including simple percentages, mean values, and pie charts, were employed to analyze the collected data. This approach provided a comprehensive understanding of the characteristics under examination. The analysis also involved examining relationships between different characteristics and constructing joint contingency tables to illustrate various states or levels of these characteristics.

### **Analysis and discussion**

The distribution and subsequent analysis of data in Arayal Luxury Resort survey research revealed compelling insights into the dynamics of its workforce. Out of the 140 questionnaires disseminated, a commendable 92.85% were returned, providing a robust dataset for evaluation. The age distribution unveiled that a significant proportion of the employees falls within the 41 and above age group, indicating a seasoned and experienced workforce. Moreover, the gender composition highlighted a pronounced imbalance, with males constituting a dominating 91%, which could potentially influence the workplace dynamics and diversity initiatives. An intriguing revelation from the educational qualification section showed that a substantial 74.61% of the hotel staff holds matriculation as their highest qualification, signaling a potential need for specialized skills development.

Delving into the job satisfaction and productivity-related factors, personal interviews and questionnaire responses illuminated several critical facets. A noteworthy percentage of employees exhibited a lack of interest in handling customer complaints, suggesting a potential gap in customer service orientation and training. The descriptions of relationships within the workplace were distinctive, with a significant portion citing an informal rapport with colleagues (41%) and a formal association with superiors (80%). Furthermore, the data unveiled a considerable percentage (61%) finding their job setting not enjoyable, indicating possible issues with the work environment, equipment, or the nature of assigned duties. The absence of employee recognition programs was reported by 93.85% of respondents, suggesting a potential impact on employee morale and motivation. Equally substantial was the revelation that 73.85% of employees found the operating conditions under which they work to be boring.

A particularly concerning finding was that 60% of respondents expressed dissatisfaction with their job. This discontent was attributed to various factors, including pending pay commissions, organizational issues, and a perceived lack of career advancement opportunities. Analyzing mean scores provided a quantitative lens on these aspects. While communication practices received a commendable mean score of 3.96, indicating effective communication within the organization, areas such as job security compensation, and career advancement reflected significant dissatisfaction among employees. The low mean scores underscore the urgency of addressing these concerns to enhance overall job satisfaction and foster a more positive work environment.

### **Recommendation**

The examination of the data and subsequent recommendations unveil several critical aspects that warrant strategic interventions to enhance the overall functioning and employee satisfaction at Arayal Luxury Resort. The need for a rejuvenated workforce, specifically incorporating younger members, becomes evident, suggesting the infusion of fresh perspectives and energy. Furthermore, the gender imbalance within the staff indicates an opportunity for a more inclusive recruitment policy that welcomes female employees. The hotel's professional standing could be elevated by recruiting young and professionally trained individuals, aligning with industry standards. Addressing the non-seriousness of staff regarding complaint handling requires focused efforts, such as awareness campaigns and workshops, to improve customer service orientation. The proposed initiatives to boost employee satisfaction, including incentives, recognition programs, and a more interactive work culture, aim to



foster a positive and enjoyable workplace. Concerns about job security necessitate transparent communication from Hotel Corporation of India (HCI) and the exploration of compensatory avenues for employees in the event of privatization. Additionally, improvements in compensation, appropriate staffing, and a commitment to recognizing and involving employees in decision-making processes are pivotal for mitigating dissatisfaction. Establishing a conducive work environment, fostering team spirit, and demonstrating leadership by example further contribute to a harmonious and thriving atmosphere at Arayal Luxury Resort. In summary, the recommendations underscore the importance of holistic interventions to address various facets of employee engagement and satisfaction, ultimately shaping a more positive and dynamic organizational culture at Arayal Luxury Resort.

## Conclusion

Since it touches on the human being, his emotions, psychology, and other aspects, the topic of job satisfaction is both dynamic and fascinating. This study has been engaging, challenging, illuminating, and revealing since various writers have offered their own perspectives and research findings on the subject. Workers' levels of job satisfaction significantly impact their productivity in the hotel industry, according to the study. Employee happiness on the job has a direct correlation to their output. Findings from the study provide management with insight into what employees value most in their jobs and how to boost contentment on the work. Job satisfaction appears to be strongly influenced by factors such as the following: number of working hours per day, fringe benefits, employee recognition, compensation, working conditions, nature of job/task, job security, and communication within the hierarchical levels of the unit.

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