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## Introduction

Travel and tourism is the largest industry in the world contributing more than 8.5 percent of the total world trade, 30 percent of the service sector and 12 percent of the global employment. Tourism has created direct employment of about 9.8 million in 1997-98 with a significant value of about 13500 crore rupees, making it the second largest source of foreign exchange in India. The key role of travel agencies is well understood between the principal supplier and the traveler. Since tourism is service industry, therefore, role of employees is evident as they are suppose to impart 'service with smile'. This smile is the net reflection of ease to the customer and the satisfaction of the employee with their respective job. This denotes the extent to which an employee is satisfied or pleased with the contents and environment of his work. Job satisfaction consists of three broad aspects viz. job aspect, personal aspect and interpersonal aspect. The job aspect covers information on pay, work opportunity, facilities for work, lack of technical know-how, promotional opportunities, work expectation of superiors and authority vested in the job. The personal aspect includes information on feeling in adequacy, security, non-acceptance in the staff, feeling to change the job. The personal aspect consists of items covering information on people's apathy to the programmes and pressure on one's work and attitude to superior offices. Job satisfaction has strong relationship with productivity, absenteeism, commitment and turnover. Woods (1992) observed that the hospitality industry in Hong Kong has been troubled with high turnover and employees morale problems. The problems seem to be an inalienable feature of this industry worldwide. The competitive business environment requires as an imperative, strong management and stable, eager to serve, and highly committed employees, working as a team to run the business. Job satisfaction has been studied in a variety of ways, and is defined differently in various studies. Katzell (1964) argues that if there is consensus about job satisfaction it is the verbal expression of an incumbent's evaluation of his/ her job. Taylor (1911) was the pioneer contributor to the fields of job satisfaction, indirectly giving the basic requirements for scientific management. He gave the importance to the mental revolution for the employees, which was also be the imperative for the job development and so to job satisfaction. Locke (1976) has given a comprehensive definition of job satisfaction as involving cognitive, affective

and evaluative reactions or attitudes and states it is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. In most previous studies of the importance of aspects of their job, results show that facet satisfaction or overall satisfaction can be predicted from a combination of facet importance and facet-description variables (e.g. Butler, 1983; Mastekaasa, 1984; Locke, Fitzpatric & White, 1983 ). That is, there is a stronger relationship between, on the one hand, facet description, and on the other, facet satisfaction or overall job satisfaction for employees, who rated aspects of the job highly than those rated them low.

### **Objectives**

The objectives of the study are:

- To investigate the importance of job aspects as perceived by employees.
- To assess the employees job satisfaction levels towards the job aspect, and
- To examine the relationship between employees demographic characters and job satisfaction towards the job aspects.

### **Research Methodology**

The research design of this study is exploratory and quantitative in nature. A sample of 56 was collected randomly from travel agencies having employee strength between 1 to 5 (11 responses i.e. 19.64 percent), between 6 to 20 employees (24 responses i.e. 42.85 percent) and over 20 employees (21 responses i.e. 37.5 percent) through personal visits and mailing from the month of May to August 2003. The job descriptive index ( JDI ) was developed and used in this study to measure job satisfaction perceived by employees with 5 aspects of job i.e. work, supervision, pay, promotion and co-workers. Further, 3 indices in each JDI categories was taken to measure the relative importance of each of the 5 JDI category by using the 5 point scale namely most important (5), important (4), average (3), less important (2) and least important(1). Demographic profile of respondents was also collected through a series of other question. An absolute frequency (N) and percentage were computed for the demographic items, and relative importance of 5 JDI categories. Further, percentage method and chi-square test is used to determine the significance of job aspects and relative effects of demographic characters with 5 JDI categories of job satisfaction.

Table – 1

**Profile of study sample**

(Figures shown in Parenthesis is in percentage)

**Age**

21-25	20(35.71)
26-35	26(46.43)
36-45	08(14.29)
45 or above	02(3.57)

**Marital Status**

Married	24(42.86)
Unmarried	32(57.14)

**Sex**

Male	38(67.86)
Female	18(32.14)

**Level of Education**

High School	00(00)
Graduation	10(17.86)
Post-Graduation	28(50.00)
Diploma/Degree	18(32.14)
Related to Travel	
Trade	

**Length of Employment**

6 Months or Less	12(21.43)
Over 6 months to 2 years	12(21.43)
Over 2 years to 5 years	16(28.57)
Over 5 years to 10 years	10(17.86)
Over 10 Years	06(10.71)

Table 1 details the respondent's demographic characteristics. About 82 percent employees were between 21-35 years of age. There was a close percentage of employees in case of marital status. A large proportion of the sample(76.86percent) were male. 50 percent of the study sample had completed post-graduation while an important percentage (32.14 percent) had diploma/degree related to travel trade. Regarding the length of employment 28.57percent respondent were between 2 years to 5 years, followed by employees between 6 months to 2 years (21.43percent) working in travel trade.

**Table – 2**

*Showing the preference of each major JDI categories*

(Figures shown in Parenthesis is in percentage)

Ranking	Work	Supervision	Pay	Promotion	Co-workers
<b>Least Important</b>	04(7.14)	04(7.14)	12(21.42)	02(3.57)	08(14.29)
<b>Less Important</b>	10(17.86)	10(17.86)	4(7.14)	6(10.71)	12(21.42)
<b>Average</b>	14(25.00)	06(10.71)	20(35.71)	08(14.29)	20(35.71)
<b>Important</b>	08(14.29)	22(39.28)	12(21.42)	28(50.00)	10(17.86)
<b>Most Important</b>	20(35.71)	14(25.00)	08(14.29)	12(21.42)	06(10.71)
Total	56(100)	56(100)	56(100)	56(100)	56(100)

Table 2 shows that 50 percent of the respondents consider promotion as a single major important job aspect contributing to job satisfaction in travel trade. Promotion is linked to pay increase. It seems that the same argument holds as it does for pay in that employees believe that fortune will come along with promotion. 64.28 percent respondent indicated that supervision was more than average category among the five categories of JDI. It seems that the prevailing autocratic management style in Indian travel agencies may become obsolete and ineffective due to the gradual change of social culture and upgrading of the educational qualification of employees. 35.71 percent respondent respond pay and co-workers as an average aspect of their satisfaction while same percent respondent indicated that work was a most important factor of job satisfaction. About 46 percent employees revealed that co-worker is the least important aspect to contribute job-satisfaction. Further the result and discussion of three indices of each major JDI categories as shown in table 3.

**Table – 3**

Showing the frequency of each indices of major JDI categories

(Figures shown in Parenthesis is in percentage)

Rankings

*Indices*

*Work*

	Least Important	Less Important	Average	Important	Most Important
Work condition	04(7.14)	08(14.29)	04(7.14)	18(32.14)	22(39.28)
Work culture	06(10.71)	06(10.71)	06(10.71)	20(35.71)	18(32.14)
Working Hours	10(17.86)	12(21.42)	12(21.42)	12(21.42)	10(17.86)

*Supervision*

Authority	04(07.17)	04(07.17)	14(25.00)	18(32.14)	16(28.57)
Autonomy	02(3.57)	16(28.57)	12(21.42)	18(32.14)	08(14.29)
Job Evaluation	04(7.14)	14(25.00)	14(25.00)	18(32.14)	06(10.71)

*Pay*

Incentives	12(21.42)	08(14.29)	10(17.86)	06(10.71)	20(35.71)
Perks	12(21.42)	10(17.86)	06(10.71)	14(25.00)	14(25.00)
Retirement	16(28.57)	12(21.42)	08(14.29)	12(21.42)	08(14.29)

*Benefits*

*Promotion*

Career Growth	02(3.57)	10(17.86)	10(17.86)	12(21.42)	22(39.28)
Social Security	10(17.86)	08(14.29)	12(21.42)	14(25.00)	12(21.42)

Promotion 02(3.51) 14(25.00) 08(14.29) 14(25.00) 18(32.14)

Structure

**Co-Workers**

Team Work 06(10.71) 04(7.14) 10(17.86) 20(35.71) 16(28.57)

Cordial 02(3.51) 08(14.29) 10(17.86) 22(39.28) 14(25.00)

environment

Union 26(46.42) 08(14.29) 10(17.86) 02(3.51) 04(7.14)

Interference

Table 3 shows that 39.28 percent respondent reveal work condition of work and career growth of promotion were the most important indices. Here this finding support the fact revealed that promotion is the most important facet in the job satisfaction as shown in Table 1 whereas 46.42 percent respondent in union interference of co-workers and 28.57 percent respondent in retirement benefit of pay considered as the least important indices of fifteen indices of 5 major JDI categories.

**Table - 4**

Analysis of demographic effects on JDI categories score ( maximum score is 280 from for each category )

Demographic variables	Work	Supervision	Pay	Promotion	co-workers
21-25 years	54(56.89)	64(58.53)	68(67.60)	62(70.90)	62(56.06)
26-35 years	66(57.25)	52(58.91)	64(68.04)	82(71.36)	48(56.42)
36-45 years	16(17.43)	18(17.75)	22(20.5)	48(21.5)	20(17)
45 or above	02(6.6)	08(6.79)	10(7.85)	10(6.51)	6(6.51)

Chi-square

$$\chi = 14.285^*$$

**Length of employment**

6month or less	38(34.22)	36(36.71)	40(44.15)	38(40.67)	38(34.22)
Over 6 to 2 years	22(22.33)	26(23.95)	32(28.81)	30(26.54)	14(22.33)
Over 2 years to5 years	34(34.59)	36(37.09)	42(44.61)	38(41.1)	42(34.59)
Over 5years to 10 years	32(28.82)	28(30.91)	40(37.18)	34(34.25)	26(28.82)
Over 10 years	12(18.07)	22(19.32)	27(23.23)	24(21.40)	18(18.07)
chi-square	$\chi$				
	=11.302*				

*Marital status*

Married	58(57.54)	56(60.83)	74(70.69)	64(68.23)	62(56.72)
Unmarried	82(82.460)	92(87.17)	98(101.31)	102(97.77)	76(81.28)
chi-square	$\chi = 1.856^*$				

*Sex*

Male	46(46.91)	54(49.59)	56(59.64)	52(55.62)	50(46.24)
Female	94(93.09)	94(94.14)	122(118.3)	144(110.3)	88(91.76)
Chi-square	$\chi = 1.766^*$				

\*not significant at .05 level

(figure shown in Parentheses is expected frequencies.)

Table 4 shows the relationships between the demographic variables and total scores of job descriptive index. For the chi-square test of the contingency was used to determine the relationship between JDI total score and on different aspects of demographic characteristics i.e age, marital status, sex and length of employment. Within the five JDI categories age found no significant difference at .05 level. Hence, age of travel agencies employee has no effect on five JDI categories. Moreover, an inspection of frequencies show that age group of 26-35 are tend to have higher frequencies of work and promotion than expected and age group of 21-25 tend to have higher frequencies of supervision than expected. It shows that age group of 26-35 were more satisfied with work and promotion. Between the age group of 21-25 were satisfied with supervision.

Within five JDI categories found no significant difference with length of employment. So, length of employment does not effect five JDI categories. An inspection of frequencies reveal that employees with 6 months or less length of employment tend to have higher frequencies with pay and work than expected. Over 2 years to 5 years length of employees tend to have higher frequencies with co-workers than expected and over 10 years length of employment tend to have higher frequencies with supervision than expected. It means that 6 months or less length of employees were satisfied with pay and work, over 2 years to 5 years length of employees were generally satisfied with co-workers, and over 10 years length of employment were satisfied with supervision.

Within five JDI categories found no significant difference with marital status. It shows that marital status has no effect on five JDI categories. Further, an inspection of frequencies reveal that married employees tend to have higher frequencies with co-workers than expected and unmarried employees tend to have higher frequencies with promotion than expected. It shows that married employees were more satisfied with co-workers while unmarried were generally satisfied with promotion.

Within five JDI categories found independent relationship with sex. It means that sex does not reflect with five categories of JDI. Moreover, close inspection of frequencies point out that male employees tend to have higher frequencies in supervision and co-workers than expected. On the other side, female employees tend to have higher frequencies with pay and promotion than expected. It shows that male employees are more satisfied with supervision and co-workers while female employees are more satisfied with pay and promotion.





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