

QUALITY OF WORK CULTURE IN HOTEL INDUSTRIES AMONG EMPLOYEES WORKING IN SALEM DISTRICT

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ABSTRACT

The World Travel and Tourism Council, India, data says, India ranks 18th in business travel and will be among the top 5 in this decade. Sources estimate, demand is going to exceed supply by at least 100% over the next 2 years. Five-star hotels in metro cities allot same room, more than once a day to different guests, receiving almost 24-hour rates from both guests against 6-8 hours usage. With demand-supply disparity, 'Hotel India' room rates are most likely to rise 25% annually and occupancy to rise by 80%, over the next two years. 'Hotel Industry in India' is eroding its competitiveness as a cost effective destination. However, the rating on the 'Indian Hotels' is bullish. India Hotel Industry is adding about 60,000 quality rooms, currently in different stages of planning and development and should be ready by 2012. MNC 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 said, the manpower requirements of the hotel industry will increase from 9 million in 2009 to 17.2 million by 2016.

Key terms: Work Culture, Hotel Industry, Working Condition, Rules and Regulation

INTRODUCTION

Work culture here we may be defined as the rules/regulations, policies, Practices, traditions/rituals and values/beliefs of the organization. Work Culture refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. Work culture is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Companies interested in enhancing employees Work Culture generally try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and they try to treat employees in a fair and supportive manner, open communication channels at all levels, offer employees opportunities to participate in decisions affecting them and empower them to carry on with their assignments.

STATEMENT OF THE PROBLEM

A good work environment addresses the culture of the group and the humanity of the individual. It also acknowledges that some habitat needs are universal. The business culture of India is a reflection of the various norms and standards followed by its people. Indians have various cultural yardsticks, which extend to their business culture too. Thus, it is important that a person visiting the country has an idea of the business culture of India. Thus, it is important that a person visiting the country has some basic idea regarding the business ethics and customs followed here. Having a good grasp on Indian business culture will ensure that you succeed in maintaining a well-earned affinity with your business counterparts. Work culture and its regulations have always been important issues for organizations. It has tremendous relevance to all type of organization like hotel industry, public sector, private sector, co-operative sector etc.

IMPORTANCE OF THE STUDY

Research has been conducted in order to critically evaluate or examine and to study the work culture followed by the employees of GRT Grand Estancia (Salem). The purpose of this study is also to observe and analyze the employees who all follow rules and policies and to find out the employees feeling panic of those rules and regulations. Specifically, this study highlights the important points that GRT grand estancia's top management must consider in order to increase the loyalty and efficiency among employees.

OBJECTIVES OF THE STUDY

- ✓ To analyze the employees' attitude towards the work related factors
- ✓ To find out the expectations of the employees from the management with respect to the current work culture.

HYPOTHESES

There is no association between socio-economic background and satisfaction with working condition.

RESEARCH METHODOLOGY

Survey method has been followed for the study. Both primary and secondary source of data were used. Well structure questionnaire was designed to elicit necessary data and details from the employees of GRT grand estancia (Salem). The secondary data were collected from the books, journals, web portals etc.

REVIEW OF LITERATURE

Muralitharan (2000) concluded that there is no career development to the employer in his research on job satisfaction of employees. *Bean and Eaton (2000)* The foundation of the model was the psychological process based on industrial and social integration. The study concluded with a psychological model for employee retention. Employee retention matters as organizational issues such as training time and investment, lost knowledge, insecure employees are involved. *Eskildsen and Nusseler (2000)* found that employers are fighting to get talented employees in order to maintain a

prosperous business. The study concluded that employee retention is important, in almost all cases: it is senseless to allow good people to leave then organization. *Kirby and Wagner (2000)* presented that every person will have his or her own definition of what it means to be satisfied with their jobs are more productive, creative and be more likely to be retained by the company. The study concluded that the employees are more creative and productive in the organization when they are satisfied. *Julie bell (2000)* carried out a study entitled "Employee involvement in health and safety" with the objective to obtain examples of how organisations have actively involved their employees in health and safety and to empower the workforce and subcontractor groups to deliver a high level of personal safety performance. The study was carried out with sample consisted of 15 major organisation the correlation is used to analyse data, the study reveals the employees also like to hear from organisations which have contractor or agency staff on their premises and have actively involved them in health and safety. *Deepalakshmi.P (2000)* accounted that the mixture of factors like job satisfaction, motivation, grievances redressal features, training and development programme, salary and welfare facilities etc., According to her study majority of the respondents felt that there was high level of quality of work life in Seshayee paper and board ltd., due to the influence of factors like job satisfaction, motivation, training and development, salary and welfare. So the level of quality of work life in Seshayee paper and boards ltd., was found to be very high. *Dash D.K (2001)* scrutinized the profiles of employees from the top level to bottom level. The employees knowledge, skill and attitude should develop so that they make combined efforts to meet the challenges before the banking activities and services. A study on the inter personal relationship between management and employees. *James Harris (2003)* revealed that it is the manager who finds and retains such apparently great employee. Either by luck or design the manager bridged with this employee the missing link in today's staffing and retention challenge. The missing link is aligning, staffing and retention functions to core culture. The study concluded that employee retention matters as organizational issues such as training, staffing and retention challenge are involved. *Doris Ruth Eikhof, Chris Warhuest and Axel Haunschild (2004)* have examined the critical reflections on the work life balance. In the work life balance debate, over-work is perceived as the problem. Nevertheless, beyond working time and the provision of flexible working practices to enable child care, there is little in the debate about the need to charge work. The debate also narrowly perceives "life" equating it with women's care work, hence the emphasis again of family-friendly policies. The survey suggests that reconceptualisation is required in analyses of both work-life balance and the relationship between work lives. It implies that current work-life balance policies are myopic in terms of addressing the needs and aspirations of employees. *Mathew (2007)* identified the relative frequency of various activities actually performed by the employees in different types of organizations and found that these had significant impact on the retention of talents. The study concluded that the type of activity has significant impact on the retention of talents. Thus, retaining talented employees is one of the topmost priorities of employers today and they allocate the job to employee which act as motivator to other employees in work life.

GRT HOTELS & RESORTS

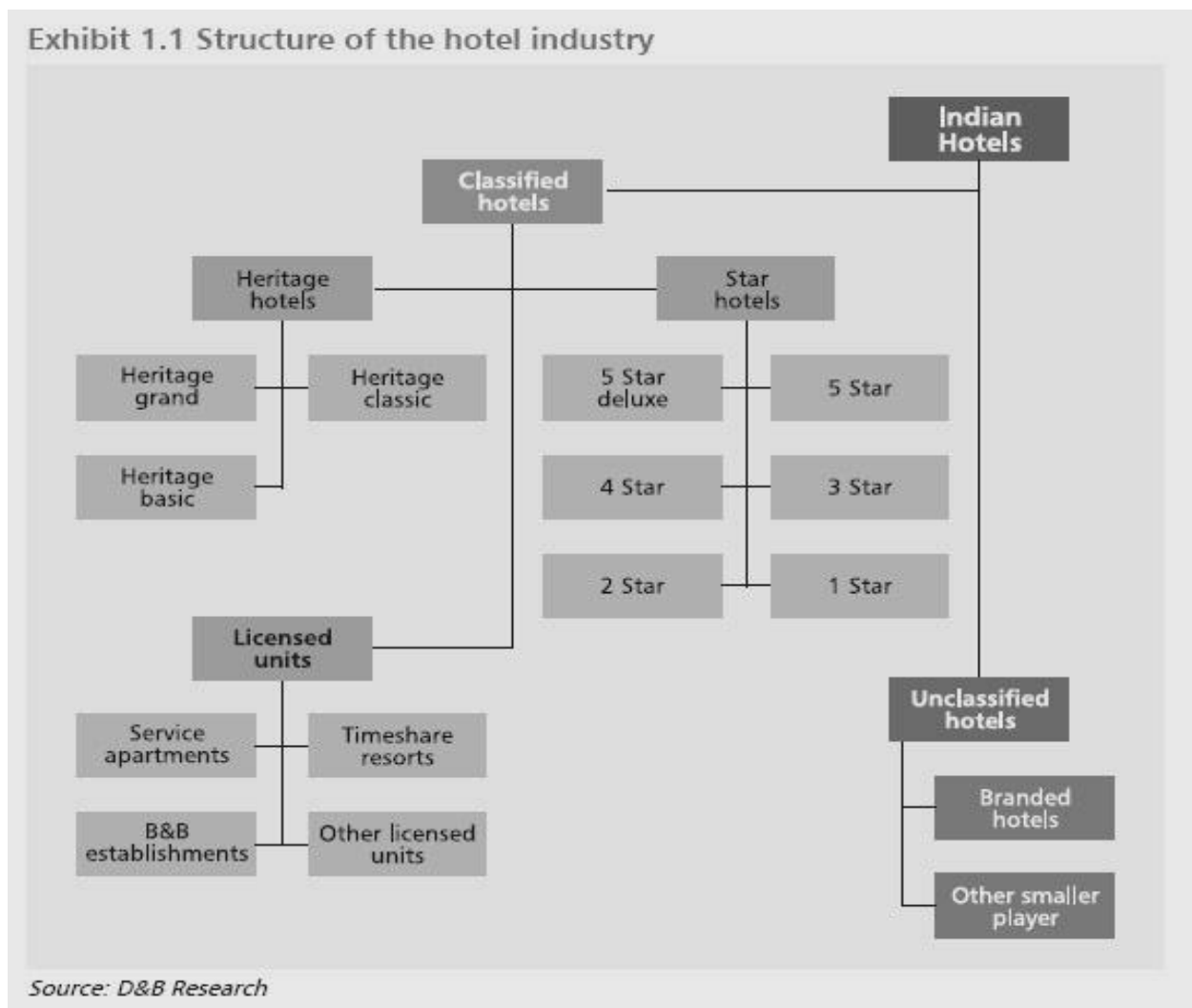
GRT Hotels & Resorts is promoted by G R Thanga Maligai (GRT), South India's leading jewelers established in 1964 by Mr. G. Rajendran. G.R. Thanga Maligai popularly known as GRT has for over 2 decades been a treasure house of the finest jewellery. Established in 1964 by Mr.G.Rajendran, GRT has been South India's leading jewellery house ever since. His sons - Mr.Ananthapadmanabhan and Mr. Radhakrishnan both follow his footsteps.

Hotels in India have supply of 110,000 rooms. According to the tourism ministry, 4.4 million tourists visited India last year and at current trend, demand will soar to 10 million in 2010 - to

accommodate 350 million domestic travellers. Hotels in India have a shortage of 150,000 rooms fuelling hotel room rates across India. With tremendous pull of opportunity, India is a destination for hotel chains looking for growth.

GRT jewellery is showcased in an elegant 12,000 sq.ft. Showroom spread over 5 massive floors. With 4 floors dedicated to gold, an exclusive diamond showroom - the first in India, and one entire floor with silverware. GRT offers the widest variety of jewellery, from elegant rings to dramatic platinum and antique-style designs, fine silverware to complete bridal sets. GRT having diversified into the hospitality industry currently has properties in Salem, Chennai, Madurai, Pondicherry, Mamallapuram, Kanchipuram, Tutucoin Vellore and Yercaud India and offers a complete end to end hospitality solution for business and leisure.

Exhibit 1.1 Structure of the hotel industry



ANALYSIS OF QUALITY OF WORK CULTURE AT GRT

The socio-economic background of the employees has been directly linked to satisfaction with working condition. An attempt has also been made to highlight the relationship between socio-economic background and satisfaction with working condition. In this regard, multiple regression analysis is employed.

Hypothesis: There is no association between socio-economic background and satisfaction with working condition.

Table 1**Model Summary**

R	R Square	Adj. R Square	Std. Error	Durbin-Watson
.281	.079	.472	7.1036	1.946

Dependent Variable: Job Stress

The R^2 value (.79) indicated that 79 percent of variation in the satisfaction with working condition is caused by the set of all the independent variables included in the model.

Table – 2**ANOVA for Regression Co-efficient**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	74.538	11	6.776	1.071	.001
Residual	866.469	137	6.325		
Total	941.007	148			

The ANOVA results depicted that there is significant difference existed between satisfaction with working condition and socio-economic background of the employees ($P < 0.05$). It indicated that there is good correlation found between the set of independent variables and satisfaction with working condition.

Table – 3
Factors Influencing in Satisfaction with working condition

Variables	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	43.922	2.254		19.490	.000
Gender	-.174	.467	.033	.373	.000
Age	-.152	.252	.051	.601	.000
Marital status	-.184	.486	.032	.379	.000
Educational qualification	-.572	.521	.094	1.099	.000
Religion	.363	.265	-.118	-.367	.174
Monthly income	.273	.212	.107	1.287	.000
Size of family	-.127	.228	-.046	-.555	.580
Family type	.555	.437	-.109	-.270	.206
Bought up in	-.158	.388	-.034	-.407	.685
Position in GRT	.107	.261	.035	.410	.000
Experience in GRT	.716	.279	.217	2.571	.000

EMPLOYEES' OPINION ON WORKING CONDITION

Employee's socio-economic profile is the study of the composition of a social entity in term of its members' attributes. Entity would include such factors as age, gender, marital status, and educational qualification, number of dependents, monthly income, and span of service. The researcher would normally include those factors which are assumed to have explanatory value in the research. These factors has influenced on the following work nature at hotel industry.

Table 4

EMPLOYEES' OPINION ON WORKING CONDITION

Working Condition	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	Total
Duty Hours Shift	0 (0)	2 (1.3)	4 (2.7)	85 (56.7)	59 (39.3)	150 (100)
Pay Structure	0 (0)	2 (1.3)	7 (4.7)	69 (46)	72 (48)	150 (100)
Over Time Wages	0 (0)	11 (7.3)	99 (66)	40 (26.7)	11 (7.3)	150 (100)
Safety Appliances	0 (0)	0 (0)	7 (4.7)	74 (49.3)	69 (46)	150 (100)
Rest Time	0 (0)	3 (2)	9 (6)	102 (68)	36 (24)	150 (100)
Personal Security	0 (0)	4 (2.7)	31 (20.7)	83 (55.3)	32 (21.3)	150 (100)
Leave Procedure	0 (0)	4 (2.7)	11 (7.3)	101 (67.3)	34 (22.7)	150 (100)
Reporting Procedure	0 (0)	2 (1.3)	3 (2)	89 (59.3)	56 (37.3)	150 (100)
Work Guidance	0 (0)	8 (5.3)	28 (18.7)	67 (44.7)	47 (31.3)	150 (100)

Recruitment Policy	0 (0)	35 (23.3)	47 (31.3)	68 (45.4)	35 (23.3)	150 (100)
Organizational Policy	0 (0)	4 (2.7)	18 (12)	50 (33.3)	78 (52)	150 (100)
Recognition and App.	0 (0)	0 (0)	4 (2.7)	100 (66.7)	46 (30.7)	150 (100)
Worker Participation	0 (0)	13 (8.7)	33 (22)	60 (40)	44 (29.3)	150 (100)
Recognition of Emp. Union	0 (0)	5 (3.3)	20 (13.3)	80 (53.3)	45 (30)	150 (100)

(Figures in the parenthesis as percentage)

More than 50 percent of the respondents are satisfied with duty hours/shift (66.0%), overtime wages (56.7%), rest time (68.0%), personal security-retirement/pension (55.3%), leave procedure (67.3%), reporting procedure (59.3%), recognition/appreciation (66.7%) recognition of employee union (53.3%), and whereas less than 50 percent are satisfied (48.0%) with the pay structure, (49.3%) with safety appliances, (44.7%) with work guidance, (45.4%) with recruitment policy,(33.3%) with organizational policy, (40.0%) with workers participation.

MAJOR FINDINGS OF THE STUDY

From the above study we found out the major findings are listed out here:

- ✓ 34.0% of the respondents are low level in position in GRT.
- ✓ 42.7% of the respondents are less than 2yrs of experience in GRT.
- ✓ Majorities(85.3%) of the respondents said hospitality industry has valid rules and regulations.
- ✓ 72.0% of the respondents said the vision and mission statements of our company.
- ✓ 79.3% of the respondents said paid with satisfied scale.
- ✓ 58.0% of the respondents are suitable work in efficient employee morale.
- ✓ 80.7% of the respondents said no over-work problem in our work life balance.
- ✓ 74.0% of the respondents said feel secure to working environment.
- ✓ 62.7% f the respondents are work place in an employee to work peacefully.
- ✓ 52.0% of the respondents are responsibility in employee gets belief in their job.
- ✓ 92.0% of the respondents said management offers opportunity to mould our creative and productive.
- ✓ 52.0% of the respondents are attitude survey in quality of work life.

SUGGESTION OF THE STUDY

- Open door policy can be used. The barriers that exist between the various categories are to some extent broken by personal contact and mutual understanding.
- Suggestion boxes can be installed. This brings the problem or conflict of interest to light.
- Temporary relief can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his / her morale and productivity.
- It is better to keep employees aware of the company goals, vision, mission and keep them informed of all the changes taking place in the company then it would definitely go a long way in the efficiency of the employees.
- There should be no communication gap between the employee and top management. The communication flow must be smooth to maintain cordial relations in the organization.
- The efforts to further improve the work culture in the organization should be continued.

CONCLUSION

Indian Hotel Industry has the best staff for hotels unlike employees in East Asian hotels that are charming and gracious, Indian staff is also grooming themselves to take initiative and discretion of decisions on the spot. Most are better educated and speak better English than their East Asian counterparts. Indian hotel industry is to be proud of as it has much to be so. The real success story of the Indian Hotel Industry was due to the fact that it took on the global chains on its own terms and it won.

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