

“Employee Empowerment and job satisfaction” in the hospitality industry” - A Study with special reference to D K District of Karnataka

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ABSTRACT

There is a great need in hospitality organisations for **employee empowerment**. The employee empowerment makes employees in a position to make accurate & quick decisions and react speedily to any situations. This is a very complex management technique which is handled and nurtured with great care. It is a **motivational technique** and it should be designed in such a way that, it must increase the **employee’s performance**, job satisfaction level, increase the level of employees’ self-determination and employees’ participation. The purpose of this study is to discovery the prominent factor which leads the Employee Empowerment and to trace the impact of employee empowerment on **job satisfaction**. The sample was 200 employees from the two sub sectors of **hospitality industries** (Food service & Accommodation) in the D K District of Karnataka. The study shows that, the prominent factors for the employee empowerment in hospitality industry are reward & recognition, participation in decision making, fair degree of autonomy, trust and reliability and efficient communication system. This study also reveals that, employee empowerment is directly connected to employee’s job satisfaction.

Key words: Employee Empowerment, Motivational Technique, Employee's Performance, Job Satisfaction & Hospitality Industries.

Introduction

In the present scenario the main concerns of hospitality industries relates to the quality of working life of employees. Employees are the key to the efficient functioning of hospitality units, therefore, job satisfaction and empowerment are particularly significant in this context as they influence customers in an efficient way, improved quality and enhance relationships with the guests.

There is a great need in hospitality organisations for employee empowerment. The employee empowerment makes employees in a position to make accurate & quick decisions and react speedily to any situations. This is a very complex management technique which is handled and nurtured with great care. It is a motivational technique and it should be designed in such a way that, it must increase the employee's performance, job satisfaction level, increase the level of employees' self-determination and employees' participation. Therefore, employee empowerment is nurtured with motivation, decision making, trust and breaking internal limitations between employees and management.

The employees' who are empowered have a positive impact on the organisation. Empowered employees want to remain in the organization even in adverse situations to accomplish the goals of the organisation,

In service industries, the employee empowerment is considered as an important contributing factor to the success of the organisation and there is a direct relationship between employee empowerment, job satisfaction, the employees' performance and employee commitment level.

According to Barani Kumari P & Hemalatha A (2018), the major Factors of Employee Empowerment are Team work, Participation in decision making, Fair degree of autonomy, Sharing goals and vision, Frequent feedback, Reward and recognised, Efficient communication, Trust and reliability & Consistent training.

Literature Review

- **Surekha Rana & Vandana Singh** (2016), indicate that employee empowerment and the empowerment dimensions had a positive and significant relationship with job satisfaction. The results also confirm a significant difference in empowerment and job

satisfaction on the basis of demographic factors: gender, age, marital status, educational qualification, designation, income and experience. Age, educational qualifications and experience had a significant difference in empowerment, whereas, others indicated no significant difference in empowerment of IT professionals. Age, marital status, educational qualifications and experience had a significant difference in job satisfaction, whereas, others had no significant difference in job satisfaction of IT professionals in IT industry.

- **Syed Waqar Akbar, Muhammad Yousaf, Naeem Ul Haq & Ahmed Imran Hunjra** (2011), indicate that employee empowerment has positive and significant impact on job satisfaction. The results also confirm a significant difference between male and female employees job satisfaction level. Evidence depicts that male employees are more satisfied from their jobs.
- **Shilu Varghese & Dr.K.Aparna Rao** (2018), presents that work place empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organisation at a certain level. The result shows there is a positive and significant correlation between women empowerment and job satisfaction.
- **Rajasekar D, Krishna Sudheer A & Raghunadha Reddy P** (2017), indicates that, in this age of tough global competition, it becomes imperative for organisations to achieve higher levels of productivity to remain in the race and to outsmart the competitors. In modern days, the organisations realise that employees are long-term investments & are important like the capital in the business. In this context, a study focusing on employee empowerment would definitely make a sense to the corporate sector. This study emphasizes on four variables; meaning, competence, impact and choice as the ones part of an empowerment process.

Objectives of the Study

The study is conducted with the following objectives in respect of foodservice industry & accommodation industries of hospitality sector in the study area:

1. To study the general demographic profile of the respondents.

2. To discovery & analysing the prominent factor which leads the Employee Empowerment.
3. To trace the impact of employee empowerment on job satisfaction.

Research Questions

1. What are the different factors which leads employees' empowerment in the hospitality industry?
2. Whether any association exist between the Factors of Employee Empowerment implemented in selected two sub sectors of the industry.
3. What is the impact of employee empowerment on job satisfaction in the study area?

Hypotheses

There is no significant difference in the Employee Perception on Factors of Employee Empowerment in respect of Foodservice industry & Accommodation industry.

Variables

The study identified that Employees' Empowerment is the Dependent variable and it depends on the above nine Independent variables such as Team work, Participation in decision making, Fair degree of autonomy, Sharing goals and vision, Frequent feedback, Reward and recognised, Efficient communication, Trust and reliability & Consistent training in the hospitality industry.

Scope of the Study

The study is focused on the employees' perception about the Factors of Employee Empowerment in the hospitality industry, discovery the prominent factor which leads the Employee Empowerment and to find whether any association exist between the Factors of Employee Empowerment implemented in selected two sub sectors of the industry. An attempt is made to trace the impact of employee empowerment on job satisfaction in the study area. The present study covers the employees in hospitality industry (from foodservice industry & accommodation industry), in the Dakshina Kannada District, Karnataka.

Research Methodology

Research Design

The study is of exploratory nature and is meant to assess the employees' perception about the Factors of Employee Empowerment in the hospitality industry with special reference to

Dakshina Kannada District, Karnataka, by considering two major sub sectors foodservice industry & accommodation industry.

Source of Data

To achieve the objectives, this study has used both primary and secondary data. The secondary data and information have been collected from various sources like, journals, magazines and publications etc. Primary data has been collected through structured questionnaire from the employees of foodservice industry & accommodation industry in the Dakshina Kannada District, Karnataka. The study is carried in the month of April & May 2019.

Sample design & Size

This study is selected the two prominent sub sectors of the hospitality industry out of the four, food and beverage industry (here it is called as foodservice industry) & Lodging (here it is called as accommodation industry) in the Dakshina Kannada District, Karnataka on the basis of random technique. The sample size for this analysis is 200 employees of Foodservice industry and Accommodation industry (100 each) from the study area. The research was made by the survey in accordance to the convenience of the employees and request was made to them to fill up the questionnaire with correct and unbiased information. So the sample type is convenient sampling.

Tools for data analysis

Data Analysis is done through basic statistical methods. The relevant data are presented in appropriate tables and percentages in this paper. The study is analysed and tested with Standard Deviation, Ranking method & chi square tests by formulated hypothesis.

Limitations of the study

This study is based on the data furnished by the hospitality service employees and on the observations. An element of personal bias may affect the data to some extent. Further, the results of this study may be applicable only to areas similar to that of the study area. With due awareness of these limitations, an attempt is made “Employee Empowerment and job satisfaction” in the hospitality industry” - A Study with special reference to D K District of Karnataka.

Data Analysis and Interpretation

General demographic profile of the respondents

Table 1
Distributions of employees on Sectors & Gender wise

Sectors Gender	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
Male	63	31.50	86	43.00	149	74.50
Female	37	18.50	14	07.00	51	25.50
Total	100	50	100	50	200	100

Source: Field survey

Table 2
Distributions of employees on Sectors & Age wise

Sectors Age	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
20 to 29 years	11	05.50	39	19.50	50	25.00
30 to 39 years	36	18.00	32	16.00	68	34.00
40 to 49 years	42	21.00	18	09.00	60	30.00
50 to 59 years	08	04.00	07	03.50	15	07.50
60 & above	03	01.50	04	02.00	07	03.50
Total	100	50	100	50	200	100
Average Age	40 years		35 years		37.5 years	

Source: Field survey

Table 3
Distributions of employees on Sectors & Experience wise

Sectors Experience	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
Less than 2 years	24	12.00	29	14.50	53	26.50
2 to 4 years	31	15.50	30	15.00	61	30.50
4 to 6 years	19	09.50	18	09.00	37	18.50
6 to 8 years	17	08.50	16	08.00	33	16.50
8 & above	09	04.50	07	03.50	16	08.00
Total	100	50	100	50	200	100.00

Average	4.12 years	3.84 years	3.98 years
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Source: Field survey

Table 4

Distributions of employees on Sectors & Qualification wise

Sectors Qualification	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
Primary	31	15.50	29	14.50	60	30.00
High School	26	13.00	27	13.50	53	26.50
PUC	21	10.50	21	10.50	42	21.00
College	19	09.50	18	09.00	37	18.50
P G	03	01.50	05	02.50	08	04.00
Total	100	50	100	50	200	100.00

Source: Field survey

Table 5

Distributions of employees on Sectors & Designation wise

Sectors Designation	Foodservice industry		Accommodation industry		Total	
	Number	Per cent	Number	Per cent	Number	Per cent
Top level	10	05	20	10	30	15
Middle level	20	10	10	05	30	15
Lower level	70	35	70	35	140	70
Total	100	50	100	50	200	100

Source: Field survey

Interpretation

- Majority (74.50 per cent) of the respondents are male in both the sub sectors.
- In food service industry the Average Age of the respondent is 40 years, in Accommodation industry it is 35 years.
- Majority (57 per cent) of the respondents are having less than 4 years of experience in the present industry.
- Working in hospitality industry does not require special or higher education because, the study shows that, majority (56.50 per cent) of the respondents has done primary & high school only.

- Only (15 per cent) of the respondents are having top level management designation in the present industry.

Analysis on Prominent Factors of Employee Empowerment

After the employees' demographic characteristics, to find the prominent factor which leads the Employee Empowerment, a 5-point Likert- type scale was created. To measure the prevailing factors of Employee Empowerment existing in the hospitality industry in the study area, the employee Perception collected in the questionnaire with the range of Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), and Strongly Disagree (5). Accordingly, the study exhibits the following perceptions in the study area in Table 6:

Table 6
Sector wise Employee Perception on Factors of Employee Empowerment

Industry	Factors of Employee Empowerment	Perception					Total
		1	2	3	4	5	
Foodservice industry	Team work	12	28	08	25	27	100
	Participation in decision making	10	12	05	41	32	100
	Fair degree of autonomy	11	14	06	39	30	100
	Sharing goals and vision	16	18	09	28	29	100
	Frequent feedback	23	29	06	20	22	100
	Reward and recognised	04	06	03	38	49	100
	Efficient communication	13	14	09	36	28	100
	Trust and reliability	13	16	06	35	30	100
	Consistent training	22	29	12	18	19	100
	Overall	124	166	64	280	266	900
Accommodation industry	Team work	14	26	11	21	28	100
	Participation in decision making	13	15	07	26	39	100
	Fair degree of autonomy	12	19	04	22	43	100
	Sharing goals and vision	26	34	06	16	18	100
	Frequent feedback	23	35	08	15	19	100
	Reward and recognised	07	10	08	38	37	100
	Efficient communication	14	18	07	29	32	100

	Trust and reliability	19	19	03	30	29	100
	Consistent training	24	26	10	14	26	100
	Overall	152	202	64	211	271	900

Source: Field survey

Table 7

Analysis of Sector wise Employee Perception on Factors of Employee Empowerment

	Factors of Employee Empowerment	W	M	S D	Rank
Foodservice industry	Team work	327	3.27	1.42	7
	Participation in decision making	373	3.73	1.20	2
	Fair degree of autonomy	363	3.63	1.34	3
	Sharing goals and vision	336	3.36	1.48	6
	Frequent feedback	289	2.89	1.51	8
	Reward and recognised	422	4.22	1.04	1
	Efficient communication	352	3.52	1.37	5
	Trust and reliability	353	3.53	1.40	4
	Consistent training	283	2.83	1.44	9
Overall score or Mean & S D		344	3.44	1.43	---
Accommodation industry	Team work	323	3.23	1.45	6
	Participation in decision making	363	3.63	1.45	3
	Fair degree of autonomy	365	3.65	1.48	2
	Sharing goals and vision	266	2.66	1.46	9
	Frequent feedback	272	2.72	1.45	8
	Reward and recognised	388	3.88	1.21	1
	Efficient communication	347	3.47	1.45	4
	Trust and reliability	331	3.31	1.52	5
	Consistent training	292	2.92	1.55	7
Overall score or Mean & S D		329	3.29	1.51	----

Source: Field survey

Table 7 reveals the top priority factors of Employee Empowerment in the hospitality industry in the study area by the ranking system.

- ❖ Total number of respondents = 200
- ❖ ‘W’ stand for Weighted sum
- ❖ ‘M’ stand for Mean
- ❖ ‘S’ stand for Standard Deviation
- ❖ ‘R’ stand for Rank

The above Table shows that the average scores or Mean and Standard Deviation for the all the 9 Factors of Employee Empowerment is 3.44 & 1.43 in case of Foodservice industry, whereas 3.29 & 1.51 in case of Accommodation industry.

The study shows that, Reward and recognition is the most prominent factor for the employee Empowerment in Foodservice industry as well as Accommodation industry.

The Participation in decision making factor is the second prominent factor for the employee Empowerment in case of Foodservice industry & 3rd in the Accommodation industry.

The Fair degree of autonomy factor to the employee empowerment will be the 3rd deciding factor in case of Foodservice industry & 2nd in the Accommodation industry.

In the Foodservice industry, the 4th factor for the employee empowerment is Trust and reliability, whereas in the Accommodation industry, it is efficient communication system.

In the Accommodation industry, the 4th factor for the employee empowerment is Trust and reliability, whereas in the Foodservice industry, it is efficient communication system.

Sharing goals and vision, Team work, Frequent feedback & Consistent training are the least resulted features as per the study to the employee empowerment in the study area because of more than the overall score or Mean & S D.

Testing of Hypothesis

Table 8
Employee Perception on Factors of Employee Empowerment
Foodservice industry Vs Accommodation industry

No.	Factors of Employee Empowerment	Analysis		Conclusion (H ₀ is to be)
		Computed value χ^2	Table value	

1	Team work	1.0674	9.488	Accepted
2	Participation in decision making	5.1066	9.488	Accepted
3	Fair degree of autonomy	8.2538	9.488	Accepted
4	Sharing goals and vision	13.7512	9.488	Rejected
5	Frequent feedback	1.7822	9.488	Accepted
6	Reward and recognised	5.7654	9.488	Accepted
7	Efficient communication	1.8074	9.488	Accepted
8	Trust and reliability	2.7838	9.488	Accepted
9	Consistent training	2.0212	9.488	Accepted

Source: Field survey

Source: Field survey

Level of Significance is 5%

Degree of Freedom is 4

H₀: There is no significant difference in the Employee Perception on Factors of Employee Empowerment in respect of Foodservice industry & Accommodation industry.

H₁: There is significant difference in the Employee Perception on Factors of Employee Empowerment in respect of Foodservice industry & Accommodation industry.

The test statistics clearly shows that, all the above statements except Sharing goals and vision in respect of Employee Perception on Factors of Employee Empowerment observed chi square values are lesser than the critical value and hence in all cases the null hypothesis is accepted. Therefore, we conclude that there is no difference in the Employee Perception on Factors of Employee Empowerment in respect of Foodservice industry & Accommodation industry. Whereas in case of Sharing goals and vision factor, observed chi square value is more than the critical value and hence the null hypothesis is rejected. Therefore, we conclude that there is difference in the Employee Perception on Sharing goals and vision factor towards Employee Empowerment in the Foodservice industry & Accommodation industry.

Table 9

Sector wise Employees' Perception of Empowerment impact on Job Satisfaction

No.	Impact on Job Satisfaction	Respondents		Effective Per cent
		Number	Per cent	

Foodservice industry	Strongly Agree	32	16.00	69.00
	Agree	37	18.50	
	Neutral	04	02.00	04.00
	Disagree	16	08.00	27.00
	Strongly disagree	11	05.50	
	Total	100	50.00	100.00
Accommodation industry	Strongly Agree	28	14.00	61.00
	Agree	33	16.50	
	Neutral	07	03.50	07.00
	Disagree	19	09.50	32.00
	Strongly disagree	13	06.50	
	Total	100	50.00	100.00
Total (N)		200	100.00	-----

Source: Field survey

The above table shows that 69 per cent of the foodservice employees' strongly agree & agreed that study used empowerment factors have impact on their satisfaction levels. The same opinion presented by accommodation employees' to the extent of 61 per cent. So it is evident that employee empowerment factors as measures of the hospitality industry in the study area do have impact on the satisfaction level of the employees directly.

Major findings of the study

- ❖ The prominent factors for the employee empowerment in hospitality industry are reward & recognition, participation in decision making, fair degree of autonomy, trust and reliability and efficient communication system.
- ❖ Sharing goals and vision, team work, frequent feedback & consistent training are the least resulted features as per the study.
- ❖ There is no difference in the Employee Perception on Factors of Employee Empowerment except the Sharing goals and vision in respect of Foodservice industry & Accommodation industry.

- ❖ In case of Sharing goals and vision factor, there is difference in the Employee Perception towards Employee Empowerment in the Foodservice industry & Accommodation industry.
- ❖ The employee empowerment factors as measures of the hospitality industry in the study area do have impact on the satisfaction level of the employees directly.

Conclusion

This study clearly reveals that, employee empowerment is directly connected to employee's job satisfaction. An employee is generally satisfy by good reward and recognition policy, by involvement in the management while decisions are taken, by extending the fair degree of autonomy in the organisation, by the trust & reliability of employees and by a very strong & clear communication system. If management is able to create such an atmosphere to the employees', satisfied employees' will empower directly to the organisation.

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