A STUDY ON EMPLOYEE STATSFICATION IN ITC GRAND CHOLA HOTELS

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Abstract

Since this has been a startup company entering into second year, it wanted to check out levels of satisfaction before coming up with new policies to take future course of actions. I was given the task to understand the various aspects related to Employees satisfaction in the organization.

ITC Hotels also wanted to make out an external survey in identifying the benefits other company offers to its Employees and compare those things along with the benefits offered by the company. Organization also wanted to know Employees understanding of company's

mission and vision statement.

Company also wanted to check Employees satisfaction levels with their team leaders, with the Management and within the team members.

To measure Employees satisfaction on Compensation and Benefits.

To find out the expectations of Employees from Management.

To compare the desired satisfaction with the actual one.

To compare the satisfaction in different levels i.e. female and male.

Employees, juniors and seniors and within different teams.

The primary objective of this project is to conduct a study on Employees relationship management at Domain Host for the hotel industry. The study can be carried through by getting the feedback from the Employees and compare those results with the expected results.

- ➢ Population Size : 330
- ➢ Sample Size : 100
- ➢ Sampling Technique : Employee Sampling
- ➢ Statistical Tools: Chi Square, Correlation
- ➢ Graphical Tools : Bar Charts, Pie Charts

By studying and comparing the perception of the Employees of Domain Host we can get an effective relationship with the Employees. It is important that to maintain a strong relationship with Employees. This will help Domain Host to establish a reasonable share in the market place.

Key words:

Introduction

Although committed and loyal employees are the most influential factor to becoming an employer of choice, it's no surprise that companies and organizations face significant challenges in developing energized and engaged

workforces. However, there is plenty of research to show that increased employee commitment and trust in leadership can positively impact the company's bottom line. In fact, the true potential of an organization can only be realized when the productivity level of all individuals and teams are fully aligned, committed and energized to successfully accomplish the goals of the organization   As a result, the goal of every company should be to improve the desire of employees to stay in the relationship they have with the company. When companies understand and manage employee loyalty - rather than retention specifically - they can reap benefits on both sides of the balance sheet revenues and costs. On the revenue side of the balance sheet, loyal and committed employees are more likely to go "above and beyond" to meet Employees needs and are highly motivated to work to the best of their ability. On the cost side, loyal employees stay longer, resist competitive job offers, do not actively look for other employment and recommend the company to others as a good place to work. These four behaviours positively influence the cost side of the balance sheet.

In other words, rather than focusing only on retention (that is, trying to retain employees who have already decided to leave), organizations should proactively recognize the benefits of understanding, managing and improving employee satisfaction. The most successful organizations are those that can adapt their organizational behaviour to the realities of the current work environment where success is dependent upon innovation, creativity and flexibility. One of the key steps to understanding and improving employee satisfaction is by acknowledging the importance of the following factors in building loyalty and satisfaction:

1.   Broadly-defined responsibilities rather than narrowly-defined job functions

2.   Effective and regular performance evaluations, both formally and informally

3.   A corporate emphasis on employee learning, development and growth

4.   Wide-ranging employee participation in the organization as a whole.

Typically, a combination of factors influences employees' decisions to stay at them

current job. Contributing factors include satisfying work, a sense of job security,

clear opportunities for advancement, a compelling corporate mission combined.

Why – employee relationship management for today?

•   A satisfied Employees in 10 years will bring 100 more Employees to the company.

•   It costs 7 times more to attract a new Employees than to serve an old one.

•   20% of the company's loyal Employees account for 80% of its revenues. (Pareto's principle).

•   The chances of selling to an existing Employees are 1 in 2, the chances of selling to a new Employees are 1 in 16.

Benefits Of Employees Relationship Management

1.   A AES system consists of a historical view and analysis of all the acquired or to be acquired Employees. This helps in reduced searching and correlating Employees and to foresee Employees needs effectively and increase business.

2.   AES contains each and every bit of details of a Employees, hence it is very easy for track a Employees accordingly and can be used to determine which Employees can be profitable and which not.

3.   In AES system, Employees are grouped according to different aspects according to the type of business they do or according to physical location and are allocated to different Employees managers often called as account managers. This helps in focusing and concentrating on each and every Employees separately.

4.   A AES system is not only used to deal with the existing Employees but is also useful in acquiring new Employees. The process first starts with identifying a Employees and maintaining all the corresponding details into the AES system which is also called an 'Opportunity of Business'. The Sales and Field representatives then try getting business out of these Employees by sophistically following up with them and converting them into a winning deal. All this is very easily and efficiently done by an integrated AES system.

5.   The strongest aspect of Employees Relationship Management is that it is very cost-effective. The advantage of decently implemented AES system is that there is very less need of paper and manual work which requires lesser staff to manage and lesser resources to deal with. The technologies used in implementing a AES system are also very cheap and smooth as compared to the traditional way of business.

6.   All the details in AES system is kept centralized which is available anytime on fingertips. This reduces the process time and increases productivity.

7.   Efficiently dealing with all the Employees and providing them what they actually need increases the Employees satisfaction. This increases the chance of getting more business which ultimately enhances turnover and profit.

8.   If the Employees is satisfied they will always be loyal to you and will remain in business forever resulting in increasing Employees base and ultimately enhancing net growth of business.

Review Of Literature

2.1 Reports of previous studies done in the same area:

Ernst Holger, Hoyer, Wayne D.Krafft, ManfredKrieger, Katrin (2011) .In this article authors says that Employees Relationship Management (AES) is widely accepted as an effective approach for collecting, analysing, and translating valuable Employees information into managerial action. AES's potential to aid in future new product development (NPD) has been neglected. Authors developed a conceptual framework in which multiple facets of AES are linked to new product and company performance. Authors provide evidence that AES has a positive effect on new product performance.

Battor &Moustafa (2010) .In this article authors examine the direct impact of both AES and innovation on firm performance. They support the fact that there is a direct impact of AES and innovation on performance. Also, the findings indicate that the indirect effect of AES on firm performance through innovation is significant. These results reinforce the view that developing close relationships with Employees enhances a firm's ability to innovate.

Jeff Solomon (2010) .In this article the author says that it is necessary to understand the unique differences between B2B and B2C AES. All AES systems are not created equal. However, it's crucial to understand the differences between B2B and B2C AES in light of each company's individual requirements. He also says that AES solutions have a long history of helping B2B marketers achieve greater ROI from their leads. He also says that marketers should form AES strategy that is suitable for a B2B form of business

Steve Greechie (2010) . This article is about how AES is essential for services marketing and how it helps service industries to retain their Employees. Author tries to say that, the services offer unique AES opportunities to get to know and retain the Employees. He identified three universal facts about nature of service like inseparability, intangibility and non-standardization. He explains how AES helps to meet Employees

expectations and creates word- of-mouth. He also says that an effective AES leads to customization of products and predicting Employees behaviour.

Helgesen (2006) . In this article the authors say that Employees loyalty is supposed to be positively related to profitability. The link between satisfaction, loyalty and profitability is perceived to be so self-evident that the relationship often is taken for granted. Here the focus is on the individual Employees with respect to the links between Employees satisfaction, Employees (action) loyalty and Employees profitability. They provided a fact that more loyal a Employees tends to be, the higher Employees profitability is obtained.

Adrian Payne & Pennie Frow (2009) .In this article, the authors develop a conceptual framework for Employees relationship management (AES) that helps broaden the understanding of AES and its role in enhancing Employees. The authors emphasize the need for a cross-functional, process-oriented approach that positions AES at a strategic level. They identify five key cross-functional AES processes: a strategy development process, a value creation process, a multichannel integration process, an information management process, and a performance assessment process.

Werner Reinartz, Manfred krafft and wayne D. Hoyer (2004) .An understanding of how to manage relationships with Employees effectively has become an important topic for both academicians and practitioners in recent years. However, the existing academic literature and the practical applications of Employees relationship management (AES) strategies do not

Research Methodology

Research methodology is one of the main aspects of very research. This explains how the researcher conducts this project. The word research indicates the mode or the way of accomplishing an end. The modern world is full of scientific inventions and seeks a scientific outlook to everything. Any scientific approach should have a method or outline to be followed to attain a particular goal. Through methodological, systematic procedure, we can think of accuracy and clear cut conclusion. There is no discipline without methodology. The methodology adopted in this study is discussed below in brief.

3.1significance of Study

The study covers all levels of Employees and various aspects of Employees like:

Identifying Employees attitudes towards various attributes at work place.

This study gives us an insight of how Employees see and perceive about

Organization. Interpersonal relations,

Opportunities for career growth,

Compensation and benefits,

Training and development,

Working conditions,

Communications,

These aspects were taken into consideration to measure Employee Satisfaction at

ITC Grand chola Hotels

Dimensions of employee satisfaction survey are

1.   The knowledge of the company vision/ mission and strategies of

1.   employees?

2.   Satisfaction with HR Policies and Procedures

3.   How confident is the employee about the Company's ability to reach its

4.   Goal?

5.   Compensation and Benefits

6.   Whether the company has made reasonable efforts to allow its

7.   Employees to balance their work and family?

8.   6. Work Environments

9.   7. Opportunities for growth

10.   8. Whether individuals are respected in this company.

11.   9. About Training Need

3.2 Objectives Of The Study

Primary Objective

To Study the Employees Relationship Management of Employers in Chennai

Secondary Objectives

1.   To compare the expectations of the Employees of Employers with the actual services delivered by the company.

2.   To identify the Employees opinion on Employers resolution of complaints.

3.   To determine the Employees' satisfaction on Employers services and their intention towards availing of Employers services in future.

Hypothesis:

A supposition or proposed explanation made on the basis of limited evidence as a starting point for further investigation.

Testing Of Hypothesis

Test of hypothesis are of two types

➢   NULL HYPOTHESIS

➢   ALTERNATE HYPOTHESIS

Null Hypothesis: H0

The null hypothesis asserts that there is no true difference between assumed and actual value of the parameter.

Alternate Hypothesis: H1

The hypothesis that is different from or complementary to the null hypothesis is the Alternate hypothesis.

3.3 Research Design

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose.

Research Study

Descriptive type of research has been adopted for this research and description of a phenomenon or characteristics associated with the population are also dealt with.

3.4 METHODS OF DATA COLLECTION

➤ **Primary Data**

Primary data is collected through Questionnaire.

➤ **Secondary Data**

Considerable data has also been taped from previous research papers, articles and newspapers were also referred.

3.5 Sampling Method

The sample method is used for the research is a Random sampling method.

Universe Size is 330

Sample Size is 100

Research Instrument

The researcher constructed a structured questionnaire for data collection.

3.6 Statistical Tools Used:

Chi Square, Correlation.

3.7 Limitations Of The Study

1.   To understand the Employees expectations.

2.   To improve the overall Employees satisfaction.

3.   To improve the business relationship.

4.   To understand the Employees intention towards availing Employers services in future

Some of the secondary objectives that I identified were:

5.   To measure Employees satisfaction on Compensation and Benefits.

6.   To find out the expectations of Employees from Management.

7.   To compare the desired satisfaction with the actual one.

8.   To compare the satisfaction in different levels i.e. female and male

9.   Employees, juniors and seniors and within different teams.

Table 4.1. Showing the association of Employees with Employers International

Years	Respondents	Percent
<1 year	18	18
1-2 years	28	28
2-3 years	36	36
>3years	18	18
Total	100	100.0

Chart 01. Showing the association of Employees with Employers International
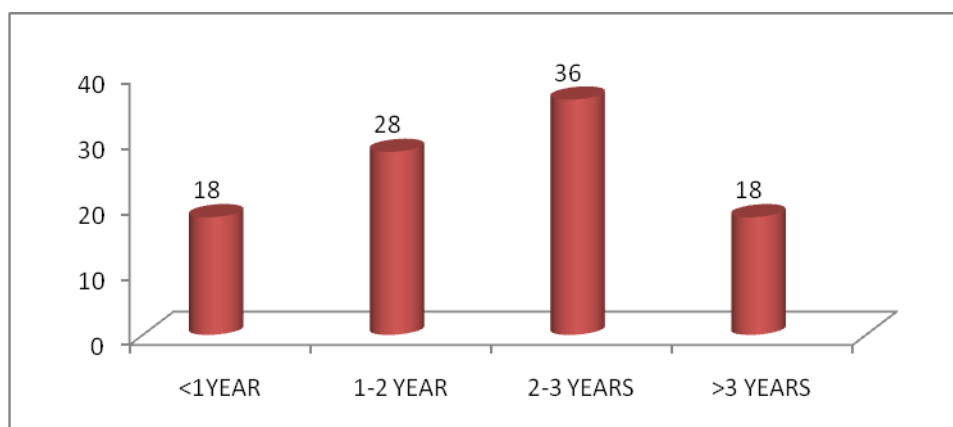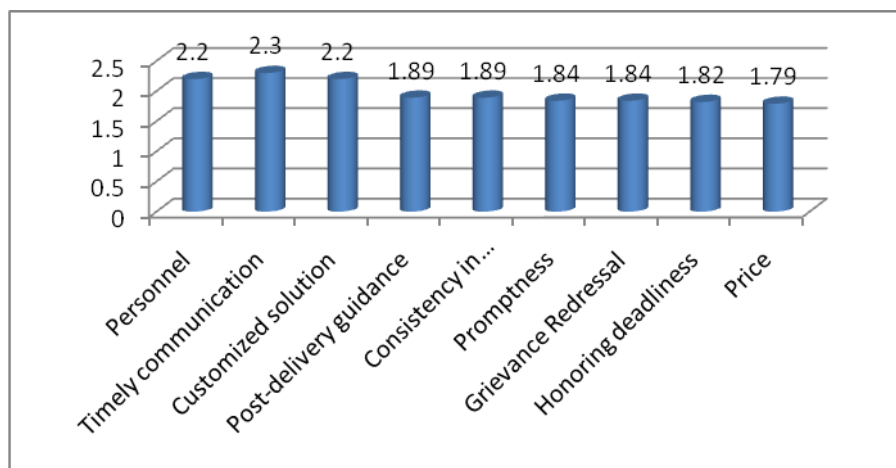

Inference:

The above chart shows that 36% of Employees are availing services from Employers for more than 2 years to less than 3 years, 28% are availing services forabout1-2 years, 18% are availing services from Employers forabout2-3 years and 18% are availing services from more than3 years. Hence, the service lag has been there that has to be improved with Employees of Employers.

Table 4.2. Showing the evaluation and comparison of the services provided by Employers against the services provided by other companies

Attributes related to service delivery	Evaluation of Employees response by comparing EMPLOYERS's service delivery with other companies
Personnel	2.5
Timely communication	2.3
Customized solution	2.2
Post-delivery guidance	1.89
Consistency in service quality	1.89

Promptness	1.84
Grievance Redressed	1.84
Honouring deadliness	1.82
Price	1.79
Weights: 1- worse than EMPLOYERS, 2- same as EMPLOYERS, 3- better than EMPLOYERS	

Chart 4.2. Showing the evaluation and comparison of the services provided by EMPLOYERS against the services provided by other companies
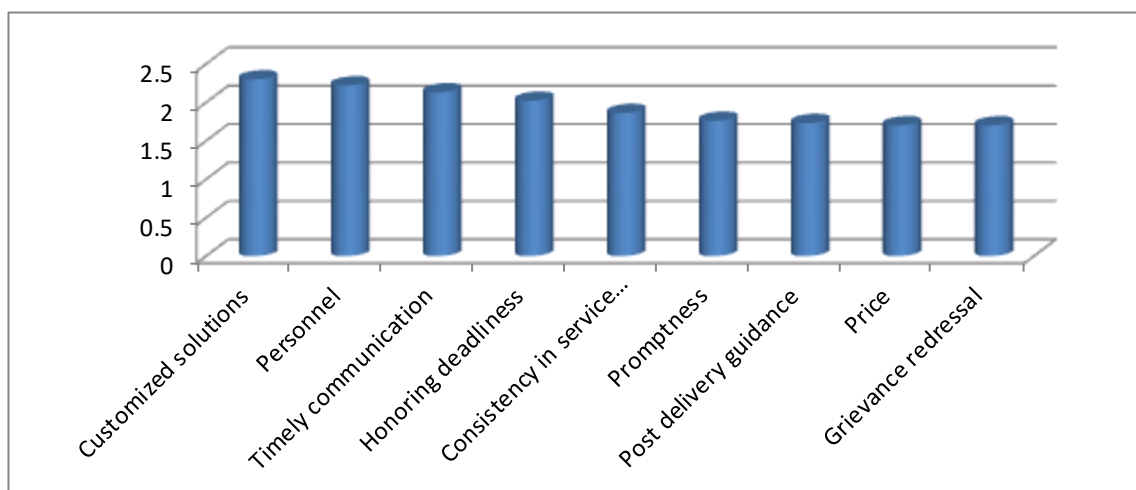

Inference:

The above graph shows that personnel, timely communication and customized solutions are the attributes in which other companies are better than EMPLOYERS. Post-delivery guidance, consistency in service quality, promptness, grievance redressal, honouring deadliness and price are the attributes in which EMPLOYERS is better than other companies.

Table 4.3. Showing the evaluation and comparison of the services provided by EMPLOYERS against the services provided by major competitors (Taj and Heritage)

Attributes related to service delivery	Evaluation of Employees response by comparing EMPLOYERS's service delivery with Taj & Heritage
Customized solutions	2.3
Personnel	2.22
Timely communication	2.13
Honoring deadliness	2.02
Consistency in service quality	1.86
Promptness	1.76
Post-delivery guidance	1.73
Price	1.7
Grievance redressal	1.7
Weights: 1- worse than EMPLOYERS, 2- same as EMPLOYERS, 3- better than EMPLOYERS	

Chart 4.3. Showing the evaluation and comparison of the services provided by EMPLOYERS against the services provided by major competitors (Taj & Heritage)
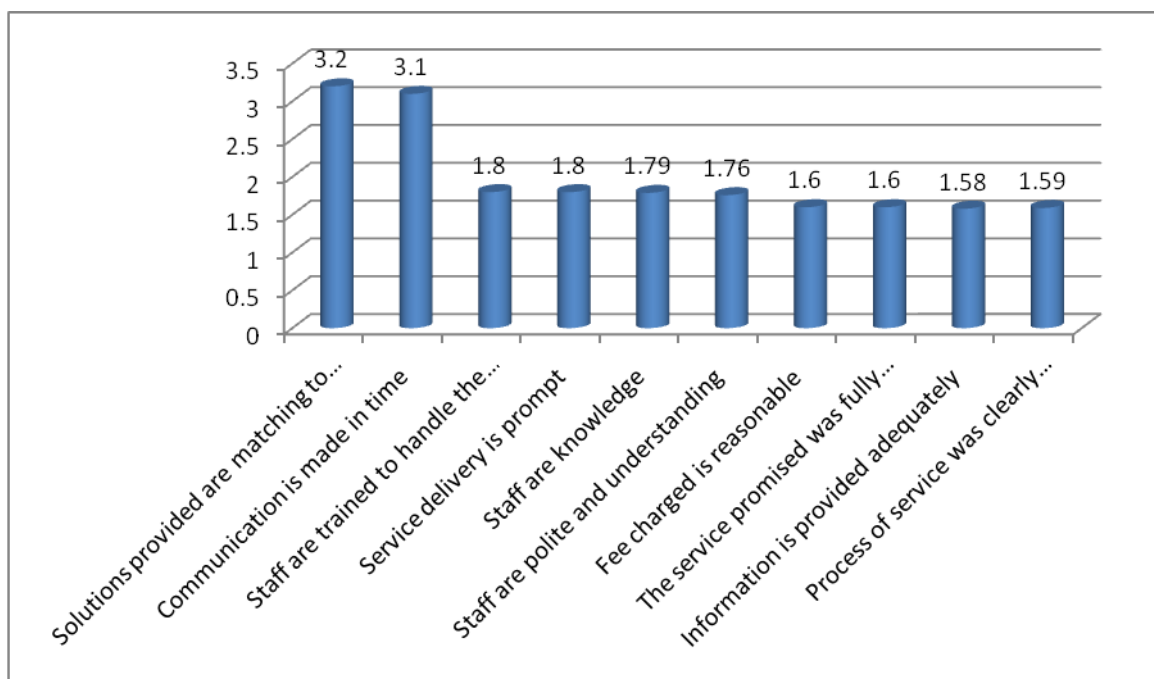
Inference:

The above graph shows that customized solutions, personnel, timely communication, honouring deadliness are the attributes in which (Taj & Heritage)are better than EMPLOYERS. Promptness, post-delivery guidance, price, grievance redressal are the attributes in which EMPLOYERS is better than (Taj & Heritage).

Table 4.4. Showing the evaluation of the agreement to the statements given by the Employees which are related to EMPLOYERS

Statements that are related to EMPLOYERS	Evaluation of the agreement to the statements given by the Employees that are related to EMPLOYERS
Adequate staff are provided by EMPLOYERS for service delivery	3.4
Solutions provided are matching to the requirements	3.2
Communication is made in time	3.1
Staff are trained to handle the assignment	1.8
Service delivery is prompt	1.8
Staff are knowledge	1.79
Staff are polite and understanding	1.76
Fee charged is reasonable	1.6
The service promised was fully delivered	1.6
Information is provided adequately	1.58
Process of service was clearly explained	1.59
Weights: 1- strongly agree, 2- agree, 3- neither agree nor disagree, 4- dis agree, 5- strongly disagree	

Chart 4.4. Showing the evaluation of the agreement to the statements given by the Employees which are related to EMPLOYER

Inference:

The above graph shows that adequate staff provided by the company, customized solutions provided by the company and timely communication are the statements where Employees disagree and rest of statements are agreed by the Employees.

Statistical Tools

Analysis Usingkarl Pearson's Correlation

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the rating of overall service and Employees like to avail the service in future.

Alternate hypothesis (H1):

There is negative relationship between the rating of overall service and Employees like to avail the service in future.

Correlations

		Rating of overall services of the company	Like to avail the services of the company in future
Rating of overall services of the company	Pearson Correlation	1	.183
	Sig. (2-tailed)		.069
	N	100	100
Like to avail the services of the company in future	Pearson Correlation	.183	1
	Sig. (2-tailed)	.069	
	N	100	100

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2}\sqrt{N\sum Y^2 - (\sum Y)^2}}$$

r =0.183

Inference

Since r is positive (0.1830, there is positive relationship between the rating of overall service and Employees like to avail the service in future.

Chi- Square Test I – (ψ^2)

Chi-square is the sum of the squared difference between observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is no significant difference between no of years Employees associated with the company and no of time the problem encounter during the service time

Alternate hypothesis (H1):

There is significant difference between no of years Employees associated with the company and no of time the problem encounter during the service time

Expected frequency = <u>Row Total * Column Total</u>

Grand Total

Case Processing Summary

|	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
No of years Employees associated with the company * problem encounter during the service time	100	100.0%	0	.0%	100	100.0%

No of years Employees associated with the company * problem encounter during the service time Cross tabulation

			problem encounter during the service time		
			Yes	No	Total
No of years Employees associated with the company	Less than 1 year	Count	15	3	18
		% within No of years Employees associated with the company	83.3%	16.7%	100.0%
		% within problem encounter during the service time	22.1%	9.4%	18.0%
		% of Total	15.0%	3.0%	18.0%
	1-2 years	Count	20	7	27
		% within No of years Employees associated with the company	74.1%	25.9%	100.0%
		% within problem encounter during the service time	29.4%	21.9%	27.0%
		% of Total	20.0%	7.0%	27.0%
	2-3 years	Count	23	14	37
		% within No of years Employees associated with the company	62.2%	37.8%	100.0%
		% within problem encounter during the service time	33.8%	43.8%	37.0%
		% of Total	23.0%	14.0%	37.0%
	More than 3 years	Count	10	8	18
		% within No of years Employees associated with the company	55.6%	44.4%	100.0%
		% within problem encounter during the service time	14.7%	25.0%	18.0%
		% of Total	10.0%	8.0%	18.0%
Total		Count	68	32	100
		% within No of years Employees associated with the company	68.0%	32.0%	100.0%
		% within problem encounter during the service time	100.0%	100.0%	100.0%
		% of Total	68.0%	32.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.263[a]	3	.234
Likelihood Ratio	4.438	3	.218
Linear-by-Linear Association	4.155	1	.042
N of Valid Cases	100		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.76.
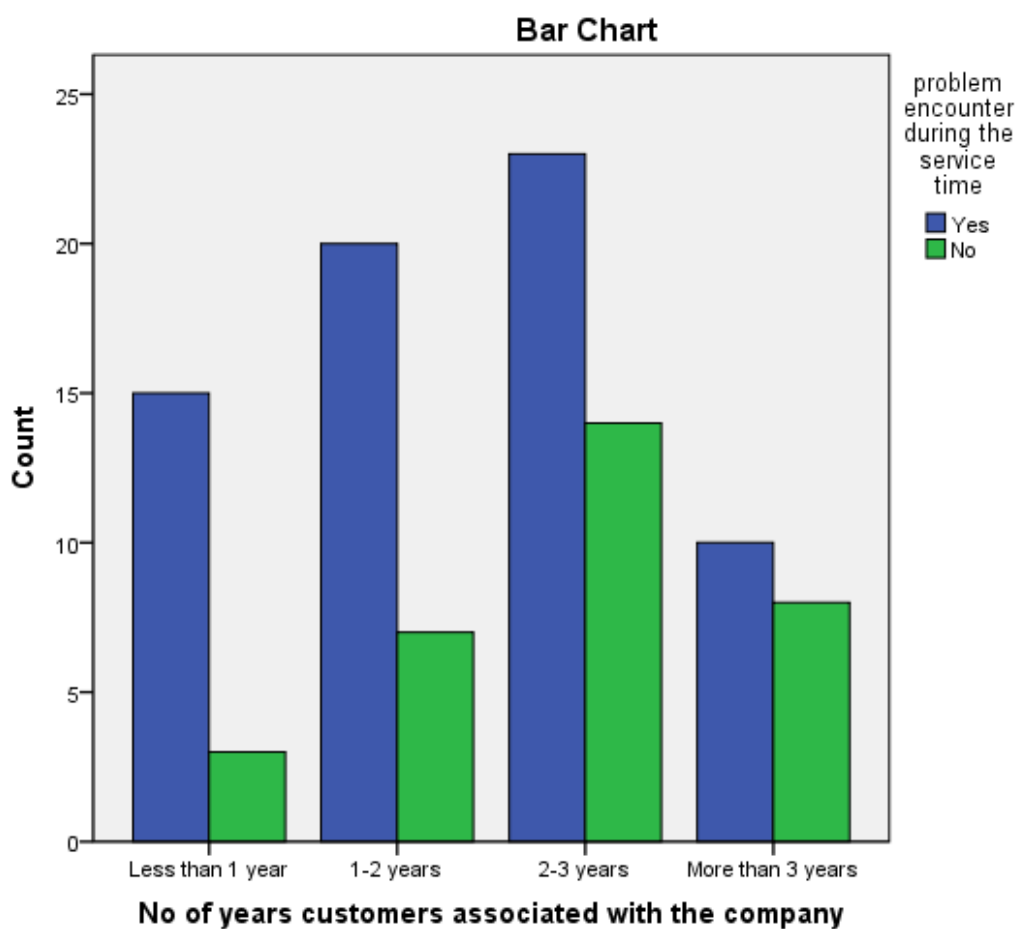
Calculated value = 4.263

Tabulated value   = 7.81

 Z = Z cal > Z tab

    Z= 4.263 >7.81

Hence, the null hypothesis [H0] is accepted.

One-Way Anova Classification

Null hypothesis (Ho):

There is a significance difference between the suggestions given by the Employees during the service time and the the company made changes according to the Employees need.

 Alternate hypothesis (H1):

There is no significance difference between the suggestions given by the Employees during the service time and the company made changes according to the Employees need.

Descriptive

 suggestion of any changes to be made in the level of service

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Yes	95	1.96	.202	.021	1.92	2.00	1	2
No	5	1.80	.447	.200	1.24	2.36	1	2
Total	100	1.95	.219	.022	1.91	1.99	1	2

Test of Homogeneity of Variances

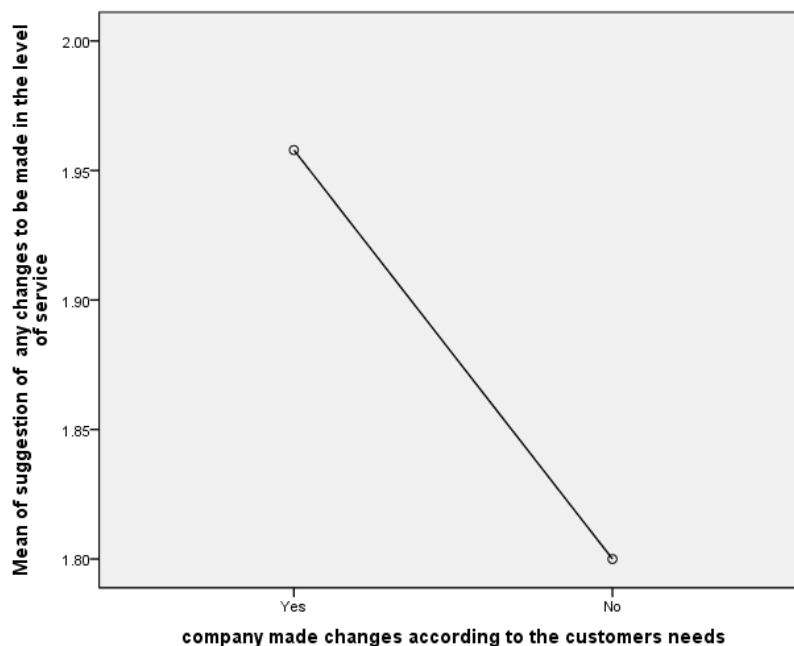suggestion of any changes to be made in the level of service

Levene Statistic	df1	df2	Sig.
7.615	1	98	.007

ANOVA

 suggestion of any changes to be made in the level of service

		Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)		.118	1	.118	2.506	.117
Linear Term Unweighted		.118	1	.118	2.506	.117
Weighted		.118	1	.118	2.506	.117
Within Groups		4.632	98	.047		
Total		4.750	99			

Means Plot

Tabulated value = 3.92

Calculated value= 2.506

F = F cal < F tab

F= 2.506 < 3.92

Hence, the Alternate hypothesis [H1] is rejected.

Inference:

The calculated value of F is less than the tabulated value. Hence, we accept the null hypothesis and conclude that there is no significance difference between the suggestions given by the Employees during the service time and the company made changes according to the Employees need.

FINDINGS

After being a part of entire survey i.e. from preparation of questionnaire to the preparation of final report, I was able to identify the benefits from the survey conducted and also recognized some of the areas where Employees showed dissatisfaction, which are as follows:

1. Employees were pleased to work with ITC Hotels.

2. People expressed their confidence in management of ITC Hotels

3. Most of the Employees were not clear about the mission & vision statement of ITC Hotels.

4. Employees are not comfortable with the work place.

5. Employees are unhappy with the Pantry & Conference facilities provided to them.

6. Employees feel that they are unable to balance their personal and professional life.

7.   Most of the Employees are displeased with their Compensation and benefits part.

8.   Individuals are treated fairly in ITC Hotels.

9.   Employees are very much happy with their respective team leads.

10.   Individuals working in teams are happy with cooperation which they get from their respective teams.

11.   People working in ITC Hotels felt that they can freely share their opinion on various things relating to work and personal life with others.

12.   Employees strongly feel that they have Opportunity for their career growth at ITC Hotels.

13.   Employees are pleased with the Hr department.

14.   Lack of discipline is found with respect to time management.

15.   Employees are satisfied with the current policies of ITC Hotels.

16.   Employees are unhappy with their performance evaluation policy.

17.   Most of the Employees are dissatisfied with the lack of feedback they get from their team leaders.

SUGGESTIONS

These were certain limitations of my project if these limitations would have been taken care of project would have been catered to its need in a better way

1.   Survey was conducted in 2 days due to which Employees did not get enough time to complete the survey properly.

2.   Incidents happening at the time of the survey have affected it.

3.   Employees thought that the questionnaire was too big and too specific.

4.   Custom insight web portal has a limitation of giving analysis of 10 responses free of cost, so we could not get full fledge report of all the employees together and hence we thought of creating our own report using Ms-Excel.

5.   Responses to open ended questions were not being given as the employees were reluctant in giving responses due, to which we could not decipher the exact opinion of the Employees for most of the questions.

6.   Due to the following limitations the desired objective for conducting Employee Satisfaction Survey was not achieved

Conclusions

After the successful completion of the survey i.e. when all Employees submittedtheir feedback we analysed it in following ways Consolidated report of all the Employees taken and difficulties faced by them were taken into consideration. Then team wise about the perception and problems faced in teams were analysed. Then reports were divided according to gender and analysed and finally reports according to seniority were prepared from which the consolidated report that had been enclosed shows the overall levels of Employee Satisfaction at ITC Hotels. After analysing the consolidated report, I thought the below suggestions given by me would help ITC Hotels to create an amicable & peaceful environment where people feel proud to work.

The recommendations are follows:

1.   Some of the questions for which negative feedback was expected were deleted, in my view when they were planning to take an overall opinion about employee satisfaction levels all the factors related to employee satisfaction should be covered.

2.   Quick and prompt action should be taken for the areas found in Employee feedback which need improvement.

3.   Employee should be given more time to fill up the survey.

4.   Recent training and development sessions were useful to employees. Most of them felt that the training sessions should continue and this session should focus more on their technical and soft skills.

5.   In spite of company providing many benefits to employees, most of them are not happy with benefits plans of the company, I would like to recommend ITC Hotels to go for benefits like sodex-ho passes, spouse insurance etc...

6.   Most of the employees felt that they should be a balance of work between personal and professional life. This kind of stress can be reduced by encouraging fun related activities in the office regularly.

7.   Employees says that there should be more space in the pantry and they also require more chairs as employees cannot go together for lunch and hence hampers the mutual communications. This can be overcome by providing more chairs or by making the sitting arrangements more spacious.

8.   ITC Hotels should try to encourage its employees by taking them out for an outing or team dinner so as to boost up the team and give them relaxation from their routine activities.

9.   Employees feel that their performance evaluation is not fair, this can be abridged by making its employees clear about the policies and procedures.

10.   Team leads should give them a feedback for every fifteen days so that they can assess themselves and work on their weakness to convert them into strengths.

11.   Lack of discipline has been found with respect to time, I would like to recommend ITC Hotels to go for an effective time sheet.

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