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### **Effect of Work experience on the level of Organizational stress and Job Satisfaction of Hotel Managers**

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#### **ABSTRACT**

Running a hotel is demanding and varied work and hotel managers oversee all aspects of managing a hotel from housekeeping and general maintenance to budget management and marketing. They face a lot of challenges and competition which impacts their perceived organizational role stress and job satisfaction. The number of years of work experience also plays a major role. The objective of the present study was to assess the difference between the hotel managers (operational and support) having 2-10 years of work experience and more than 10 years of work experience on the basis of the organizational role stress and job satisfaction. The sample of 100 managers was taken out of which 3 were drop out so the final sample was of 97 managers out of which 52 had the work experience of less than 10 years and 45 had the work experience of more than 10 years in their respective fields. The questionnaires administered were organizational role stress by Pareek (1981) and Job Satisfaction Scale by Hingar, Mittal and Parnami (2008). Results indicated that those managers having more work experience had significantly lower organizational stress and higher job satisfaction in most of the dimensions. It was concluded that experience plays an important role in getting accustomed to the policies of any organization which gradually reduces organizational stress.

**KEYWORDS:** Hotel Managers, Organizational Role Stress, Job Satisfaction, Work Experience

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## **INTRODUCTION**

All the managers need business skills, ability to manage staff, good written and spoken communication skills, tact and diplomacy and the ability to keep calm under pressure and solve problems quickly. Despite of these working skills, every manager or employee of a hotel faces pressures in his job<sup>1</sup>.

The hotel operations manager is the manager over all of the different operations at a particular hotel. The operations manager is over the front desk, bellhop, housekeeping and food service personnel and often can make decisions about beginning or ending employment, or day-to-day tasks of employees in those departments. In larger hotels the operations manager may hire managers for each department of the hotel to report to him or her, rather than oversee the entire hotel personally<sup>2</sup>.

In hotel management, along with the operational managers, support managers are also required who help the operational managers in providing service to the customers. They also deal with all the problems of the customers, but only by helping the operational managers and not directly. The hotel support manager is responsible for making sure the hotel is making money and working within its allotted budget. The operations manager will often be the one to make the call on making repairs and will sometimes make other decisions that help increase the profitability of the hotel as a whole. The support manager takes care of the accounts of the hotel and maintenance of the hotel is also in his/her hands<sup>3</sup>.

Role expectations and pressures, which are held about and erected toward a particular position, are influenced by three factors, organization, personality, and interpersonal relations. If the total set of expectation is inconsistent, incompatible, or contradictory individual experiences role conflict, when the set of expectations does not clarify the duties and responsibilities of the role incumbent, a state of role ambiguity is experienced<sup>4</sup>.

Typical triggers of work related stress include:

- a) Insufficient training and opportunities.
- b) Poor work life balance.
- c) Lack of control over work.
- d) Excessive pressures on time.

- e) Confusion about duties.
- f) Lack of variety and interest.
- g) Organizational confusion, restructuring, changes in the job.

Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations<sup>5</sup>.

Therefore, the present study deals with the amount of stress and job satisfaction experienced by the operational and support managers on the basis of their years of work experience.

## **MATERIAL AND METHODS**

### ***Objectives***

1. To assess the level of Organizational Role Stress and its dimensions between hotel managers with job experience of 2- 10 years and 10 years and above.
2. To assess the level of Job Satisfaction and its dimensions between hotel managers with job experience of 2- 10 years and 10 years and above.

### ***Hypothesis***

1. There will be a significant difference in the level of Organizational Role Stress and its dimensions between hotel managers with job experience of 2- 10 years and 10 years and above.
2. There will be a significant difference in the level of Job Satisfaction and its dimensions between hotel managers with job experience of 2- 10 years and 10 years and above.

### ***Variables***

- Organizational role stress
- Job satisfaction
- Hotel managers

- Work experience
  - 2-10 years
  - 10 years and above

### ***Sample***

The total sample consisted of 100 hotel managers (both operational and support managers) out of which 3 were drop outs, so the final sample was of 97 managers out of which 52 had the work experience of less than 10 years and 45 had the work experience of more than 10 years in their respective fields. The sample was taken from five star hotels of Rajasthan.

### ***Inclusion criteria***

1. Managers of the age range of 22-45 years were taken.
2. Managers with minimum 2 years work experience were included.
3. Graduation was the minimum criteria.
4. Only male managers were taken.
5. Only managers of the five star hotels were taken.
6. The locale of the study was State of Rajasthan.
7. Informed consent

### ***Exclusion criteria***

1. Managers of other posts were excluded.
2. Managers transferred within the study period were excluded.

### ***Tools employed***

- Organizational Role Stress Scale <sup>6</sup>
- Job Satisfaction Scale <sup>7</sup>

### ***Procedure***

After deciding the research plan, design and sample, rapport was established amongst managers of the five star hotels. Tests were administered on the operational and support managers on the basis of the study. Two tests namely Organizational Role Stress and Job Satisfaction were

administered on the hotel managers. The scoring of the tests was done according to the manual. Results and interpretations were carried out according to the data obtained after statistical analysis.

**Statistical Analysis**

Mean, SD, SED and t-ratio were applied to the scores obtained for organizational role stress and job satisfaction along with their respective dimensions to get the desired results.

**RESULTS AND DISCUSSION**

**Table 1-** Mean, SD, t-ratio and Significance Level of Organizational Role Stress between hotel managers with job experience of below 10 years and 10 years and above.

VARIABLE	DIMENSIONS	WORK EXPERIENCE	N	MEAN	SD	SED	t	SIG
ORGANIZATIONAL ROLE STRESS	IRD	2- 10 years	52	11.85	3.84	.583	.28	N.S.
		10 years and above	45	10.69	3.44			
	RS	2- 10 years	52	9.39	4.71	.70	1.83	N.S.
		10 years and above	45	8.10	4.16			
	REC	2- 10 years	52	8.11	13.13	1.22	1.99	.04
		10 years and above	45	5.67	4.23			
	RE	2- 10 years	52	9.71	3.36	.54	.60	N.S.
		10 years and above	45	9.38	3.29			
	RO	2- 10 years	52	7.44	5.17	.78	.93	N.S.
		10 years and above	45	6.71	4.65			
	RIS	2- 10 years	52	7.82	5.28	.75	2.74	.00
		10 years and above	45	5.95	4.31			
	PI	2- 10 years	52	7.15	4.28	.70	2.92	.00
		10 years and above	45	5.10	4.26			
	SRD	2- 10 years	52	5.25	5.02	.72	2.97	.00
		10 years and above	45	3.38	4.22			
	RA	2- 10 years	52	4.52	8.39	.84	3.79	.00
		10 years and above	45	1.61	3.52			
	RI	2- 10 years	52	7.92	5.53	.72	3.69	.00
		10 years and above	45	5.56	3.93			
TORS	2- 10 years	52	85.67	41.32	5.61	2.94	.00	
	10 years and above	45	68.23	31.49				

**Table 2-** Mean, SD, t-ratio and Significance Level of Job Satisfaction between hotel managers of job experience of below 10 years and 10 years and above.

VARIABLE	DIMENSIONS	WORK EXPERIENCE	N	MEAN	SD	SED	t	SIG
JOB SATISFACTION	Salary and Facilities	2- 10 years	52	3.68	3.21	.48	.55	N.S.
		10 years and above	45	3.95	1.75			
	Supervision	2- 10 years	52	5.47	2.76	.43	2.16	.03
		10 years and above	45	6.52	2.35			
	Promotion	2- 10 years	52	3.80	2.75	.43	3.90	.00
		10 years and above	45	5.69	2.18			
	Work	2- 10 years	52	5.23	2.47	.39	.85	N.S.
		10 years and above	45	5.56	2.18			
	Human Relations	2- 10 years	52	4.83	2.98	.46	4.61	.00
		10 years and above	45	7.38	2.28			
	Total Job Satisfaction	2- 10 years	52	27.53	13.30	3.39	3.26	.00
		10 years and above	45	38.80	34.74			

Table 1 reveals Mean, SD, t- ratio and significance level on organizational role stress between hotel managers with job experience of below 10 years and 10 yrs. and above. A significant difference may be seen of hotel managers on Role Expectation Conflict (REC) (t=1.99) at 0.05 level and Role Isolation (RI) (t=2.74), Personal Inadequacy (PI) (t=2.92), Self Role Distance (SRD) (t=2.97), Role Ambiguity (RA) (t=3.79), Resource Inadequacy (RI) (t=3.69) and Total Role Stress (t=2.94) at 0.01 level. Non significance difference was observed on Inter Role Distance (IRD), Role Stagnation (RS), Role Erosion (RE) and Role Overload (RO). Although difference was observed at the mean level on Inter Role Distance with operational and support managers (M=11.85; 10.69), Role Stagnation with operational and support managers (M=9.39; 8.10), Role Erosion with operational and support managers (M=9.71; 9.38) and Role Overload with operational and support managers (M=7.44; 6.71) of below 10 years of Job Experience managers and 10 years and above managers.

The table above exhibits that the managers below 10 years of job experience seem significantly more on Role Expectation Conflict, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress in comparison to 10 years and above hotel managers on job experience. In the overall dimensions and the total scores at the mean level, it may be seen that less job experience managers are high on organizational role stress as compared to more job experienced managers. This may be due to more clearance of the job,

expertise and experience among more job experienced managers. They know in the ambiguity situation which one is to be given priority, how to cope up with varied situation, what to do and when to do. This is the reason why hotel managers with more job experience have less organizational role stress as compared to managers with the less job experience.

Table 2 states Mean, SD, t- ratio and significance level on job satisfaction and locus of control between hotel managers of job experience below 10 years and 10 years and above. A significant difference may be seen between below 10 years old job experienced hotel managers versus 10 years and above on Supervision ( $t=2.16$ ) at 0.05 level, Promotion ( $t=3.90$ ), Human Relation ( $t=4.61$ ) and Total Job Satisfaction ( $t=3.26$ ) at 0.01 level. Non significance difference was observed in the dimensions Salary and Facilities and Work. Although difference was observed at the mean level on Salary and Facilities ( $M= 3.68; 3.95$ ) and Work ( $M=6.13; 6.46$ ) of below 10 years managers versus 10 years and above respectively.

The table clearly sticks out on the Total Job Satisfaction which goes in favor of more job experienced hotel managers i.e. 10 years and above particularly in the dimensions like Supervision, Promotion, Human Relation showing that the 10 years and above job experienced managers believe that the seniors can motivate, support and train the subordinates in a tactful and knowledgeable manner so that the employees develop a sense of confidence within themselves. Promotion as a right and a reward system reveals that the worthy will certainly be promoted in a time bound manner. Hotel managers of 10 years and above supports the employee's socio-psychological needs in cordial human relations who in turn boost up an employee's morale, co-operation, team feeling and job satisfaction; this could be due to more job experience which provides lucrative job satisfaction. Hotel Managers of 10 years and above job experience shows more internality as compared to fewer jobs experienced persons as Mean value indicate. This may be due to understanding the work conditions very well and can eradicate the problems by taking the responsibility themselves.

Jasmine (1987) conducted a similar study related to job stress of blue collar employees were it was also found that as the work experience increases it leads to significant decrease in the job stress<sup>8</sup>.

Therefore, it may be said that as the work experience of an individual increases, his ability to deal with the organizational role stress increases and henceforth increases the job satisfaction.

## **CONCLUSION**

Thus, it may be concluded that, an individual can overcome the organizational stress faced by him in day to day work environment by having a talk with a senior who is more experienced in the field. The advice will make it easier for him to deal with work stressor and understand the policies of his organization more effectively.

## **LIMITATIONS**

- Respondents for this present study were selected from only five star hotels, which may limit the generalization of the findings to other organizational settings.
- A more ethnically diverse sample would be useful to generalize the results.
- Other organizational and socio demographic variables have not been taken into consideration.
- Further research may be conducted to find out the influence of other variables.

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