

**PERSONNEL MANAGEMENT AND JOB SATISFACTION
OF EMPLOYEES IN HOSPITALITY INDUSTRY**

**BY
PREMAGOWRI . B**

**THESIS SUBMITTED TO THE AVINASHILINGAM INSTITUTE FOR
HOMESCIENCE AND HIGHER EDUCATION FOR
WOMEN – DEEMED UNIVERSITY, COIMBATORE – 641043.
(IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF)**

**MASTER OF PHILOSOPHY
IN
FOOD SERVICE MANAGEMENT AND DIETETICS
SEPTEMBER 2004**

CERTIFICATE

This is to certify that the dissertation entitled, “ **PERSONNEL MANAGEMENT AND JOB SATISFACTION OF EMPLOYEES IN HOSPITALITY INDUSTRY**”, submitted to the Avinashilingam Institute for Homescience and Higher Education for Women (Deemed University), Coimbatore, in partial fulfillment of the requirements for the award of the Degree of **Master of Philosophy in Food Service Management and Dietetics** is a record of original research work done by **B. PREMAGOWRI**, during the period of her study in the department of Food Service Management and Dietetics, Avinashilingam Institute for Homescience and Higher Education for Women (Deemed University), Coimbatore, under my supervision and guidance and the dissertation has not formed the basis for the award of any Degree / Diploma / Associateship / Fellowship or other similar title to any candidate of any other university and it represents entirely an independent work on the part of the candidate.



Signature of the Guide



**Signature of the
Head of the Department**

DECLARATION

I hereby declare that the dissertation entitled, “ **PERSONNEL MANAGEMENT AND JOB SATISFACTION OF EMPLOYEES IN HOSPITALITY INDUSTRY**”, submitted to the Avinashilingam Institute for Homescience and Higher Education for Women (Deemed University), Coimbatore, in partial fulfillment of the requirements for the award of the Degree of **Master of Philosophy in Food Service Management and Dietetics** is a record of original research work done by me under the supervision and guidance of **Dr. (Mrs.) V. Anuradha, M.Sc., Dip.Ed., M.Phil., Ph.D (Madras) Professor and Head of the Department of Food Service Management and Dietetics, Avinashilingam Institute for Homescience and Higher Education for Women (Deemed University), Coimbatore**, and that it has not formed the basis for the award of any Degree / Diploma / Associateship / Fellowship or other similar title to any candidate of any other university.



**Signature of
the Guide**



**Signature of
the Candidate**

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

The investigator records her profound, heartfelt gratitude to **Padmashree Colonel.Dr. Rajammal Devadas, M.A., Ph.D., (Ohio state), D.Sc., (Madras), and Hon. D.H.L. (Oregon state), Hon. D.H.L. (Ohio state), Hon. D.Sc (C.Azad Agricultural University Kanpur), Hon. D.Sc (University of Uster, Northern Ireland), Former Chancellor Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore,** for being the central inspiration.

The investigator expresses her sincere and wholehearted thanks to **Chancellor Dr. K.Kulandaivel M.A., M.A., Ph.D., (Ohio state), Ph.D. (Madras), Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore,** for giving an opportunity for the conduct of the study.

The investigator wishes to express her profound gratitude and sincere thanks to **Tmt. M. Chandramani M.Sc (Baroda), M.Ed., Ph.D. (Madras), former Vice Chancellor, Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore,** for extending all possible help towards completion of the study.

The investigator records her sincere thanks to **Tmt. Saroja Prabakaran, M.A, Dip.Ed. (Madras), Ph.D. (Mother Theresa), Vice Chancellor, Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore,** for her constant encouragement during the course of study.

The investigator is very truly indebted to **Dr. N.Jaya, M.Sc., Ph.D (Madras) Professor and Dean, Faculty of Home science**, Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore, for her valuable suggestions and encouragement during the period of study.

The investigator feels immensely indebted and extremely privileged to have worked under the supervision of her esteemed guide, **Dr. (Mrs) V. Anuradha, M.Sc., Dip.Ed., M.Phil., Ph.D (Madras) Professor and Head of the Department of Food Service Management and Dietetics**, Avinashilingam Institute for Home science and Higher Education for Women (Deemed University), Coimbatore, for her valuable guidance, technical support, timely help and constant encouragement throughout the study.

The investigator expresses her heartfelt gratitude to **all the staff members of the Department of Food Service Management and Dietetics** for their invaluable suggestions and kind cooperation for the successful execution of the study.

The investigator also wishes to express her sincere thanks to her **parents and brother** for their excellent cooperation and timely help.

Above all, the investigator dedicates her entire work to **God Almighty** whose blessings has made it possible for the completion of the study.

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INTRODUCTION

I. INTRODUCTION

Hospitality is the “cordial and generous reception and entertainment of guests either socially or commercially”. The thought process of hospitality industry has rapidly changed and is moving towards its popularity and customer satisfaction (Sparrowe, 2000).

The tourism industry in India is on an upswing. It has direct correlation with the hotel industry, which is expected to grow and develop in leaps and bounds. The hotel industry in India has latent potential growth. India is an ideal destination for tourists as it is the only country with the most diverse topography. At present India attracts approximately 2.5 million tourists every year, which is just 0.4 percent of the world tourist arrivals.

For India and foreign entrepreneur alike, deciding which is the best place in India to do business, which is a tough decision. The Confederation of Indian Industry (CII) made a study and concludes that Delhi is the foremost business friendly city in India and Coimbatore whose success is very much self made ranks fourth. Hotel infrastructure plays an important role in the ranking criteria (The Hindu, April 2003).

People are the central focus of effective management. It is the interaction of people in order to achieve objective, which forms the basis of an organization. Without the manpower the hospitality industry cannot function. If managers are to improve performance, they need knowledge and understand what influences the behavior of people at work (Mullins, 1998).

Food service has been called the “ultimate people business”. As the single most important resource in any enterprise, the human factor is the key to success. Staffing is not simply a synonym for employment. Staffing includes all the methods of matching requirements of tasks to be performed with skills available. Hiring, placement, promotion, transfer, job design and training are all intertwined in this process. Large foodservices have personnel departments responsible for the staffing function and in small foodservices; personnel management responsibilities are assumed by the director of that department (West and Wood, 1997).

But Gunderson (1993) states that foodservice industry is an enigma and it is one of the fastest growing sectors of most service-oriented economics, but not the most profitable. It employs many more people than most other sectors, but has a poor image.

According to Rao (2002) Human Resource Management is a process of bringing people and organization together so that the goals of each are met. It tries to secure the best from people by winning their wholehearted cooperation. But Human Resource Management is an area that most people can't be in because it is next to finance and is considered to be the fustiest, dreariest place to be in a company (Ramanujacharya, 2003) \

Sparrowc (2000) defines Human Resource Management (HRM) as the implementation of the strategies; plans and program required to attract, motivate, develop, reward and retain the best people to meet the organizational goals and operational objectives of the hospitality industry.

The personnel function is to be integrated in the organization and refining its approach should include, attitude surveys, better common channel, quality in the work life, job redesigning, job enlargement, new approaches to compensation and rewards, career planning, performance appraisal, training and development and facilitating the employees (Mamoria and Ganker, 2001).

Human relation is the most important aspect of management, particularly in the hotel and catering industry. Human relations is quite simply an understanding of people – who they are; why they behave the way that they do; how to deal with them effectively in a wide variety of situations. The ability to deal with the human resource is both vital and stimulating. Stephen (2001) states that human relation includes the skill level, knowledge base, experience level and maturity level of employees. The tasks of recruitment, selection, training, retirement and advancement of the employees are critical to building a reliable and effective staff.

Hospitality is a major industry in the country. A recent report of the Hotel and Catering Training Company (HCTC) indicates that the industry employs nearly ten percent (2.4 million) of the U.K total working population. The industry forecast to continue to grow until beyond the year 2004 (Malhotra, 1998).

Hospitality industry is labour intensive, meaning that many people are needed to do the work required in the hundreds and thousands of hospitality operations. But the hospitality industry is known to have a high rate of employee turn over, a term used to refer the number of new employees required to replace

employees who have left. It is not unusual for a hospitality operation to have an employee turn over rate of 100 percent during the course of a year (Griffin, 1997).

All hotels must interview, hire and train their work force. Within larger hotels a separate department (Human Resource Department) may perform these activities. This department manages the hotel employees benefit program and monitors compliance with laws that relate to equal opportunity in hiring and promotion (Sparrowe, 2000).

The restaurant industry is very competitive and if they want to keep their customers, they have to focus on keeping their employees satisfied as well as in food production (George, 2003). According to Boudreau “ Job satisfaction is a pleasurable or a positive emotional reaction to a persons job experience” (Audrey, 1994).

Job satisfaction is good not only for employees but employers too; it increases the productivity and decreases staff turnover. Employees will be more motivated to do their jobs well if they have ownership of their work (Kaldenberg, 1999).

The Ohio State University surveyed 798 employees of a casual chain restaurant. The employees are from more than 50 different restaurants. The employees were least satisfied with their pay and opportunities for advancement and were most satisfied with job security and their ability to provide service to customers (George and Hancer,2003).

The Society of Human Resource Management online report made a survey on job satisfaction of workers in small and big companies in New York states that 74 percent of the workers in big companies are satisfied with benefits whereas only 47 percent are satisfied in smaller organizations (Alexandria, 2003).

Because of the many different sectors and job titles in the catering industry, a clear picture of pay related jobs is difficult to produce. At present minimum rates of pay, holidays and hours of work are laid down each year by wages councils, which review minimum condition in each industry and industrial sector. These conditions are minimum requirements. Employers in the commercial sector pay more than minimum wages to attract more staff. It must be pointed out that total job satisfaction derives from more factors than minimum statutory conditions (Taylor and Taylor, 1990).

The employees rated benefit packages as second most important aspect after job security for overall job satisfaction. Many companies and organizations feel that employee compensation is the dominant factor in employee satisfaction. Consequently, employers attempt to “buy” employees satisfaction with increased pay and benefits (www.satisfy.com).

The managers need to be prepared to give up some control and increase their levels of trust in their employees. Giving employees the opportunity to make relevant decisions concerning their jobs may lead to increased job satisfaction of employees (George and Hancer, 2003).

Bavendam Research Incorporation (BRI) states that opportunity, stress, leadership, work standards, fair rewards and adequate authority influence job satisfaction (www.bavendam.com). Managers should do everything they can to enhance job satisfaction of the employees. The strongest results were found for employee satisfaction – organization with more satisfied employees tended to be more effective than the organization with less satisfied employees (www.coursework.info.com).

Taking steps to improve job satisfaction such as enriching jobs assuring that they are not boring and by providing good supervisors, reasonable work load, flexible hours, good benefits, training, good equipments that shows the organization cares nice environment and wages comparable to the job market, will improve the companies ability to maintain productivity and keep employees (Katherine, 1999).

Since there is a dearth of information on job satisfaction of employees in hospitality industry this is a humble attempt in the above lines and the study has been taken up with the following **objectives**:

To study the

- ⊕ functions of the personnel department.
- ⊕ methods of recruitment, selection and induction of staff to the organization.
- ⊕ training and development of staff.
- ⊕ various employee facilities and benefits.
- ⊕ job satisfaction of employees.

REVIEW OF LITERATURE

II. REVIEW OF LITERATURE

The focus of literature pertaining to the study entitled on "Personnel Management and Job Satisfaction of Employees in Hospitality Industry " was reviewed under the following headings.

- A. Present scenario of hospitality industry
- B. Human Resource Management in hospitality industry
- C. Functions of personnel department
- D. Development and maintenance of employees
- E. Job satisfaction of employees

A. Present scenario of hospitality industry

Today, the food service industry in its broadest sense mean all establishments where food is regularly served outside the home. Such establishments include restaurants, hotels, coffee shops, ethnic restaurants and fast food outlets. In addition foodservices that are operated in schools, colleges, supermarkets, in recreation facilities are also included (West & Wood, 1997).

According to Dittmer and Griffin (1997) the food service industry ranks one of the largest industry in the nation. A recent publication by National Restaurant Association (NRA) states that eating and dining places are the first among all retailers in the number of establishment and the demand for food service has grown at very rapid places.

In world wide, hospitality industry in South Asia was about five percent, North East Asia four percent, South East Asia one percent and United States twenty nine percent from the total of 301423 hospitality industries in the year 1997 (www.hotels.com).

According to Sparrowe (2000) hospitality, travel and tourism compose the worlds larger industry and contribute greatly to global economic development. The industry worldwide generated more than \$3.6 trillion in gross output in 1996. Countries leading in hospitality and tourism revenues are the United States, France, Germany, Mexico, United Kingdom and Japan.

The Indian hotel market as it stands today, reflects a substantial growth in hotel demand, which in turn has been keeping pace with new supplies in most cities. In 2002 – 2003, it is expected that the occupancies to rebound in most markets as a result of recovery after the events of September 11, 2001 (www.fhrai.com).

The hospitality industry in India has huge large potential, although it remained unorganized and unpopular till the mid nineties. The thought process of industry leaders has rapidly changed and moving towards popularity and customer satisfaction. Last year, India's newly born states Chhatisgarh, Uttaranchal and Jharkhand tattooed an impressionable mark on the hospitality and tourism industry with its spots, tourism policies, aggressive promotions and marketing campaigns (Hotelier & Caterer, 2000).

The survey conducted by India Infoline states that the hotel industry at present is going through the toughest periods. Weak economic conditions have lead to a steep decline in foreign as well as Indian business arrivals. Tourist arrivals have also seen a marginal decline due to devaluation of Asian currencies, which have made these countries cheaper than India. This resulted in most of hotels operated at a very low occupancy rates (www.infoline.com).

Lane and Dupre (1997) state that around the world coming of ages hospitality industry has been marked by rapid movement in closing decades of twentieth century. The hospitality industry succeed at the forefront of the global economy is solidly rooted in its historic ability to anticipate customer needs. The dynamics of hospitality industry have changed dramatically in the last decade.

In the present scenario, it is observed that the five star deluxe, five star and four star hotels consume more amount of energy and produce much more waste than the three star, two star, one star and heritage hotels. The top category hotels are well equipped with technologies, which the other category hotels lack (www.joneslanglasellahotels.com).

The future hospitality and tourism industry is bright inspite of the temporary set backs that any industry must endure. In most areas hospitality and tourism will continue to be important to the economic vitality of the region (Hotelier & Caterer, 2002).

B. Human Resource Management in hospitality industry

A nation with abundance of physical resources will not benefit itself unless human resource makes use of them. Infact human resources are solely responsible for making use of other resources and for the transformation of traditional economies in to modern and industrial economies (Rao, 2000).

David (1995) opines that the pace of development of a country is based upon its ability to develop and utilize the innate capacities and capabilities of its people. The most important economic resources of a nation is human resource.

The hospitality is a major industry. The industry is labour intensive. It is therefore important that the industry attracts and retains staff with the right skills and attitudes to meet satisfactorily the demands of the customers. There must be effective management of human resources and effective personnel function (Malhotra, 1998).

In industrial as well as institutional catering staffing, man power planning and organizational pattern are very important as the catering personnel are the backbone of any catering organization either those who have own catering or contract catering companies (Radhakrishnan, 1998).

Sethi and Malhan (1997) opines that the success of every foodservice organization depends on how willing the people working in it give their best and identify with the goals of organization. This however does not always happen by

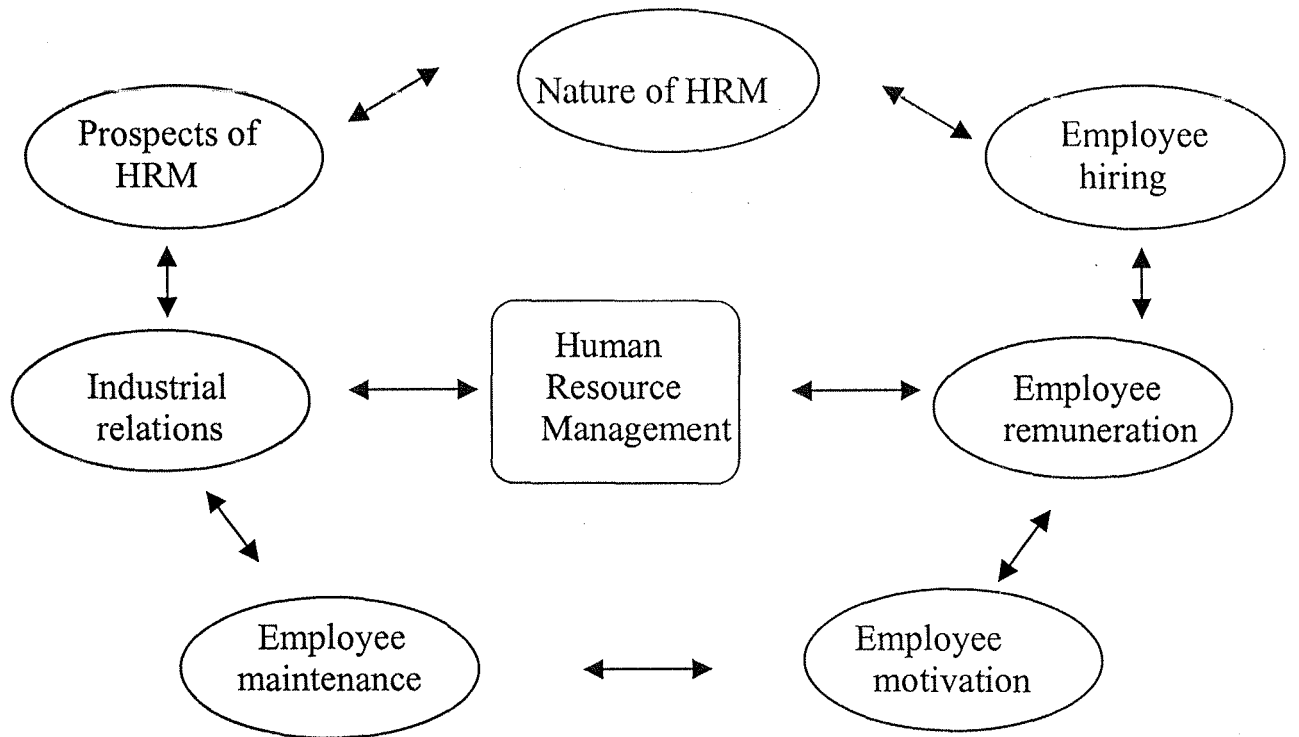
itself when a group of people with diverse backgrounds, skills and needs are brought together to achieve common goals.

Human Resource Management (HRM) is the branch of managerial activity aimed at implementing the strategies, plans and program required to attract, motivate, develop, reward and retains the best people to meet the organizational goals and operational objectives of the hospitality enterprise (Dittmer and Griffin, 1997).

Mamoria and Gankar (2001) conclude that the term Human Resource Management is used as a description of the management of employees and the relationship between the employer and employees in the industry.

Human Resource Management (HRM) play a key role in ensuring that the total strategy of the hotel in successful. As a coordinating activity, HRM is of prime importance in management development and successful planning. The management of Human Resource within a hotel operation can be both a generalistic function and a specialist department (Knowles, 1994).

According to Aswathappa (2003) the scope of management was illustrated in Figure – I.



C. Functions of personnel department

Human Resource Management (HRM) is concerned with planning, recruiting, orienting, training, developing and motivating the personnel needed by an organization.

Planning

Human resource planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position (Ridgway and Ridgway, 1994).

Rao (2002) states that through planning, a management strives to have the right number and the right kind of people at the right place at the right time to do things which result in both the organization and the individual receiving the maximum long range benefit.

Manpower planning is the means by which managers and supervisors draw up a plan for the future labour force of the organization. It is applied to obtain the most suitable staff for the job ensuring that the performance of staff in their job is maintained at the desired level (Taylor and Taylor, 1990).

The manpower planning is the process of determining manpower requirements and means for meeting those requirements in order to carry out the integrated plan of organization (Coleman, 1995)

Mamoria and Gankar (2001) claims that anyway, the human resource planning fulfills both the individual and organizational goals and also the national goals.

Recruitment and Selection

Recruiting is a process used by managers to find suitable applicants to fill vacant jobs. Hospitality managers have found that applicants for particular jobs can be found by means of recommendations made by current employees, unsolicited resumes, received in mail, walk-ins, classified advertisements in newspapers, public and private employment agencies, unions, colleges and universities, trade, journals and competitors (Dittmer and Griffin, 1997).

According to David (1995) the first operative function of personnel management is the procurement of personnel for the organization. The task of estimating employment need is however, an extremely complicated process, especially in large organizations, requires considerable specialism and expertise. In smaller organization, each manager may do the recruitment, interviewing and placement without specialized assistance. There must be some determination of the kind of personnel desired for each job as well as a specification of the number to be hired.

The first step in recruiting is to determine the skills, experience and behavior needed to succeed in a particular position. Reviewing job descriptions task lists and performance standards will give a good idea of what is expected in a

job. Observing employees on the job and talking with senior employees will find out the job picture (Raghuraman, 2000).

West and Woods (1997) states that some food service organizations may plan to fill vacancies by promoting from within; however, replacements will eventually be needed to fill the depleted ranks. The most common external sources are the press, employment agencies, schools and labour unions.

Recruitment must be in accordance with existing federal and state employment laws and regulations and civil rights regulations (Walker, 1993).

To begin with, how to select individuals for down sizing from a business perspective, it makes sense that an employer will want to ensure a balanced skill set amongst its remaining population. Skill and ability are reasonable consideration they are measured objectively.

A well-prepared and well-managed redundancy process will assist in what is a different time for an organizations workforce. Good technical advice, good planning and consistent communication all these play a vital role (Jayasheelam, 2004).

Sethi and Malhan (1997) conclude by saying that the recruitment and selection process completes the formalities of bringing a new employee in to an establishment. But if he or she is left in the midst of other people to find his or her own way, even the best person for the job may get lost or unnerved.

Induction

The process of introducing a new comer to the work environment is known as induction sometimes referred to as orientation.

The human resource department is responsible for orienting all new hires. This procedure normally takes the better part of one workday. Orientation usually involves providing new hires with non-job related information (Shock, 1992).

According to Malhotra (1998) attitudes towards the nature of information's given to employees vary, but details concerning holidays, overtime, pensions, promotion prospects, educational, social and medical facilities are usually provided. Additionally some companies also give details of turnover, profits, market share, company history and objectives.

Induction is viewed best as a natural extension of the recruitment and selection process, starting at the interview and covering the first few months at work. The induction program should be designed to help new members of staff to familiarise themselves with their new environment, to settle easily in to their jobs and to establish good working relationships with other members of staff (Boella, 1992).

Training

Today it is necessary for employees to be well trained in the technical skills of serving the customer, not only for job satisfaction and mastery but also for the success of the firm where they work (Dahmer and Khal, 1995).

When you train employees to do their jobs better, you are improving your relations with one of your most important publics – your workers. This is because you are giving them a better opportunity to achieve job satisfaction and possibly prepare them for advancement (Kurdle, 1995).

Training is generally required for all new employees even those who come to an organization with considerable experience. Every hospitality operation has its own way of doing things (Dittmer and Griffin, 1997).

Raghuraman (2000) says training does not come naturally to most people; it is a skill that must be learned. Four steps - prepare, present, practice and follow-up form the basis for successful training.

It is very important to first see whether a particular training is required. Every training manager must balance the effectiveness of a training initiative with the amount and depth of what is transferred. Training is essential but a little bit of homework will enhance the effectiveness beyond all measure. Get the concept right and your people will stick like glue and trainers will buzz around training managers like bees around a honey pot (Acharya, 2004).

There is no substitute for experience and on the job training. Empowerment of staff is the key to guest satisfaction and that can only be developed with a change in attitude and training techniques (Hasmukh, 1999).

West and Woods (1994) states that the advantages of good training program include reduction in labour turn over, absenteeism, accidents and production costs and an increase in the maintenance of morale, job satisfaction and efficient production in high levels.

On the job training is commonly used with experienced workers who need only be shown the methods used by the hospitality operation (Dittmer and Griffin, 1997).

The objectives in training and developing employees are to produce desired behavior; attitudes and skills appropriate for producing food and service that pleases the clientele (Lundenberg, 1993).

Training objectives should be specific; there may be a long term and short-term goals. The instructor should be aware of the goals of the training program and should adhere to them. The management should also obtain feedback from the stakeholders or managers of the trainees. So as to ascertain the efficiency of the trainee. This will also help in identifying loopholes in the system (Jayasheelam, 2004).

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If current or potential occupants can

meet this requirement, training is not important. When this is not the case, it is necessary to raise the skill levels and increase the veracity and adaptability of employees (David, 1995).

According to Aswathappa (2003) the need for training and development is determined by the employee's performance, deficiency and standard performance and computed as

$$\text{Training and Development need} = \text{Standard performance} - \text{Actual performance}$$

Each time a supervisor praises or reprimands a subordinate some form of performance appraisal has almost certainly taken place. The supervisor should examine each employee's performance against expectations and at the same time consider the persons potential as well (Boella, 1992).

Efficiency evaluates the ratio of inputs consumed to outputs achieved. The greater the output for a given input the more efficient the employees (Stephen, 1995).

Padma in The Hindu (2004) says that during appraisal a frank talk with the employees about how things are going what they feel about their work, are they happy, do they feel they are contributing effectively to the organization growth. When a senior management executive evinces interest and is appreciative of an employees work, it can about his confidence no end. Nothing can cause more heartburn than losing the best employee to the competitors.

D. Development and maintenance of employees

Human resource development is a process of improving, molding and changing the skills, knowledge, creative ability, aptitude, attitude value, commitment based on present and future job and organization requirements (Rao, 2000).

Management has a responsibility to ensure that the work place is free from unnecessary hazards to employees' physical and mental health (David, 1995).

According to Sandler (1995) the employees must know that management cares about them as individuals and understand the terms of employment – wages, benefits, attendance / absence rules, dress codes and complaint procedures. The employee must know where to seek counseling and assistance when-in house (personal) issues affect the ability to perform the job well.

Most companies understand that benefits attract and retain employees. Medical and life insurance programs are frequent limited to full time employees. Some benefits are assumed to be available, such as the social security and pension program. Some benefits such as child / elder care and employee assistance programs were instituted as a response to socio economic trends (Sparrowe, 2000).

Benefit package is a key component of job satisfaction. A survey by Society of Human Resource Management (SHRM) shows that employees rated benefit packages at second most important after job security for overall job satisfaction (Alexandria, 2003).

Boella (1992) claims that the employer benefits from effective induction by reducing turnover, improving staff efficiency and work standards, improving staff morale. The employees' benefit by fitting in and feeling part of the team, being accepted as part of the team, becoming competent and hence confident in the shortest possible time.

Every member of staff should have the opportunity to develop their abilities and to develop their career and job prospects. Most people are motivated by the possibility of improving their prospects and potential. Many staff will seek extra responsibility and giving recognition of success through promotion engenders a very real increase in status and reward that comes with such progression (Knowles, 1994).

Labour welfare is a term which must necessarily be elastic bearing a some what different interpretation in one country from another, according to the different social customs the degree of industrialization and education level of the workers (Aswathappa, 2003).

Every one at work is responsible for behaving in a safe and hygienic manner, so that we do not place our selves at risk. Employers must maintain a safe

working environment and employees must cooperate with management in carrying out the firms' safety policy (Colleer, 1990).

Padma in The Hindu (2004) opines that to do not force the workers to take sides for and against you. They can do so very easily if you show you are favoured in or against them. Once you have lost the trust of your employees, there is no getting back on to the pedestal. Favoritism at work place is one sure shot way to ruin healthy work relationships. Give it a rest and see how you have your people with you all the time.

Mehta (2004) claims that managers have to a point to reward good work. Publicly praise or give tangible rewards to employees who surpass your expectations. It acts as an indicator to others to perform well. Acknowledge relative contribution of employees towards the job. Use encouragement and praise for the poor performer whenever he performs well. Sometimes that push is all that he needs.

E. Job satisfaction of employees

Tripathi (2000) specify that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one job or job experience.

Job satisfaction relates to the total relationship between an individual and the employer for which he is paid. Satisfaction means the simple feeling state accompanying the attainment by an impulse of its objective (Rao, 2000).

Job satisfaction is good not only for employees but employers too; it increases productivity and decreases staff turn over (www.aafb.com).

Ellis (1981) explains that job satisfaction is a complex concept and not always easy to measure objectively. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude – an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative.

Researches at the University of Southern California found that employee moods have a great bearing on whether they choose to be absent or leave their jobs all together. However employees who are satisfied with their jobs are less likely to act on those moods. Employees with low positive moods are listless and tired. Peoples with high positive moods are feeling enthusiasm and zestfulness about life in general (Katherine, 1999).

The Perseus Development Corporation says that companies should have the opportunity to assess job satisfaction regarding job security, wages, bonus, training, vacation policy, health plans, pensions, supervisions and fellow employees (www.perseus.com).

According to Mamoria and Gankar (2001) employee compensation refers to all forms of payments, rewards to the employees for their work performed by them. The word compensation is related to the performance of the employee in the course of employment. The word compensation would include incentive, bonus, profit sharing bonus, commission paid for performing work and benefits like health insurance, canteen and welfare expenses and vacations.

Frederick Herzberg theorised that employee satisfaction has two main dimensions hygiene and motivation. Hygiene issues, such as salary and supervision decrease employee's dissatisfaction with the work environment. Motivators such as recognition and achievement make workers more productive, creative and committed (Kaldenberg, 1999).

Employees spend long hours at the work spot. The wrong atmospheres can give rise to loss of job interest, demotivation and ultimately poor performance. So reviewing the work environment should be considered by the management (Ridgway and Ridgway, 1994).

(Bavendam Research Home Page, 2000). Bavendam Research Incorporation suggests that the employees with higher job satisfaction believe that the organization

- Will be satisfying the long run
- Care about the quality of their work
- More committed to the organization
- Have higher retention rates and are more productive.

Managers should do everything they can to enhance job satisfaction of the employees. The strongest results were founded for employee satisfaction. Organization with more satisfied employees tended to be more effective than organizations with less satisfied employees (www.coursework.com).

METHODOLOGY

III. METHODOLOGY

The methodological details pertaining to the study entitled “Personnel Management and Job Satisfaction of Employees in Hospitality Industry” is presented under the following headings.

- A. Selection of area
- B. Selection of samples
- C. Selection of tools for the study
- D. Conduction of the study
- E. Suggestions to the management and employees.

A. Selection of area

Coimbatore city is a place booming with hospitality industry today. Hence the area selected for the study was Coimbatore city – the Southern Manchester of India. Coimbatore has approved 15 star category hotels and 63 approved other hotels and lodges (www.webindia123.com).

B. Selection of sample

According to Sparrowe (2000) the institute, which provides foodservice as their primary mission for customers in open market ranging from fine dining establishment to quick service, is the commercial foodservice organization. Hotel and Restaurant Approval and Classification Committee (HRACC) has been set up the aspects of three star category. The aspects include the general features such as at least fifty percent of the rooms should be air conditioned with all furnishings. The hotel should provide good quality cuisine both Indian and continental. Food and beverage service should be of good standard. House keeping should have adequate supply of linen, blanket and towels

of good quality. The hotel should provide travel agency and foreign exchange (Hotelier and Caterer, 1997). Four well-known commercial foodservice industries of three-star category hotels, with good customer turnover were selected through purposive sampling. A non random sampling that is chosen for particular reasons (Chaudry, 1991). The identity codes were given to the four selected hotels as hotel A, hotel B, hotel C and hotel D respectively.

C. Selection of tools for the study

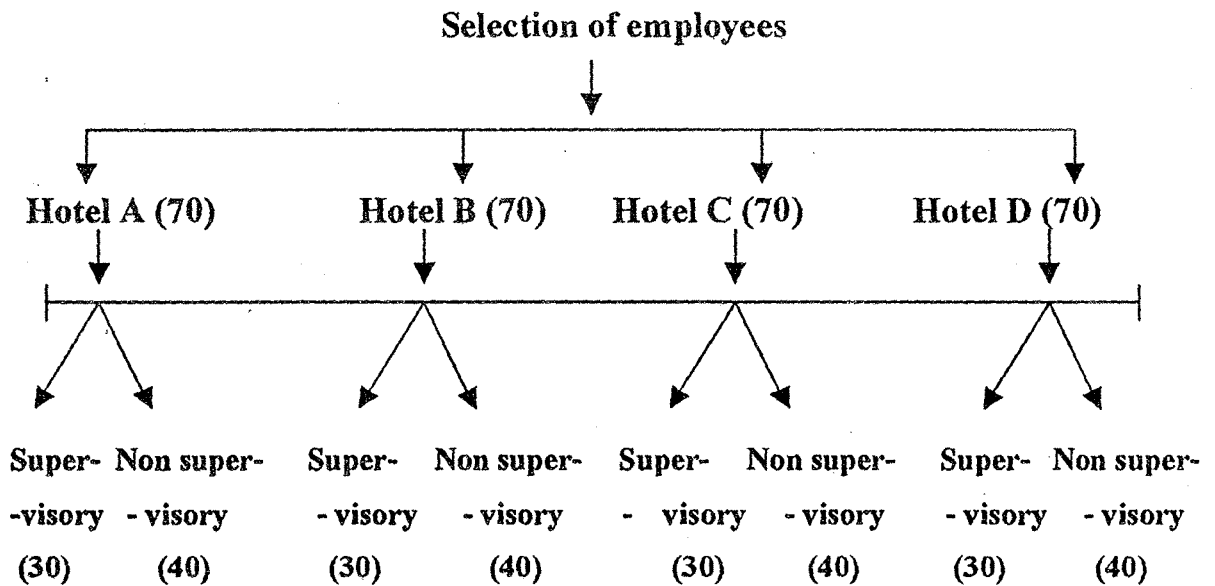
An interview schedule (Appendix – I) was formulated and used as a tool to elicit the information on the functions of the personnel department such as methods of recruitment, selection and induction of staffs to the organization, various methods of training, labour laws followed, performance appraisal and the facilities and benefits made available to their employees.

Tripathi (2000) specify that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one job or job experience. A questionnaire (Appendix – II) was prepared to assess the job satisfaction of the employees regarding their work schedule, work environment, provision of necessary work equipments, rewards and remunerations, pay and various benefits provided. Questionnaire refers to a device for securing answers to questions by using a form, which is usually filled in by the respondent himself (Chaudry, 1991).

D. Conduction of the study

Relevant data was collected from the concerned authorities of all the four selected hotels by administering the formulated schedule through personal interview method. As it is a set of questions, which are to be asked and filled by an interviewer in a face to face contact for the first hand and original data (Gupta, 1997).

The investigator made herself familiar to the employees and gave them assurance of confidence of their data regarding job satisfaction.



To assess job satisfaction, seventy employees were chosen from each selected star hotel. Among the seventy employees, thirty employees of supervisory cadre and forty employees of non supervisory cadre were selected and job satisfaction was assessed through the questionnaire administered to them.

E. Suggestions to the management and employees

Appropriate suggestions to the management for further refinements in managing the employees (Appendix – III A and III B) were given to the selected hotels regarding

how to

- ▶ **handle their employees**
- ▶ **maintain human relations with their employees.**

Propositions for employees (Appendix – IV) were given to selected hotels regarding

how to

- ▶ **maintain good relationship with the management.**

RESULTS AND DISCUSSION

IV. RESULTS AND DISCUSSION

The findings of the study on “Personnel Management and Job Satisfaction of Employees in Hospitality Industry” is discussed under the following headings.

- A. Functions of the personnel department
- B. Methods of recruitment, selection and induction of staff
- C. Training and development
- D. Employee facility provided
- E. Job satisfaction of employees

The personnel departments of the four three star hotels were selected for the study. The identity code is given to the selected four hotels as hotel A, hotel B, hotel C and hotel D respectively.

A. FUNCTIONS OF PERSONNEL DEPARTMENT

The personnel department is an important and specialized department in the hotel industry. According to Stephen (1995) the functions of personnel department includes planning, organizing, staffing, leading and controlling activities that taken place to accomplish objectives. Human Resource Management is concerned with obtaining, organizing, training and motivating the people needed by the organization (Umbreit, 1987). The functions of personnel department in the selected hotels is shown in table-I.

Table-I
Functions of personnel department

S.No	Functions of personnel department	Star hotels			
		A	B	C	D
1	Planning	✓	✓	✓	✓
2	Recruitment	✓	✓	✓	✓
3	Selection of employees	✓	✓	✓	✓
4	Induction of staff	✓	✓	✓	✓
5	Training	✓	✓	✓	✓
6	Performance appraisal	✓	✓	✓	✓
7	Provision of facilities and benefits	✓	✓	✓	✓

(✓ - Yes, X - No)

In all the four selected hotel industries, the personnel department is responsible for staffing of the organization like manpower planning, recruitment, selection and induction of staff, training and development of employees and provision of facilities and benefits to them.

1. Number of personnel employed

The number of personnel employed in the selected hotels is furnished in Figure 2.

Number of personnel employed

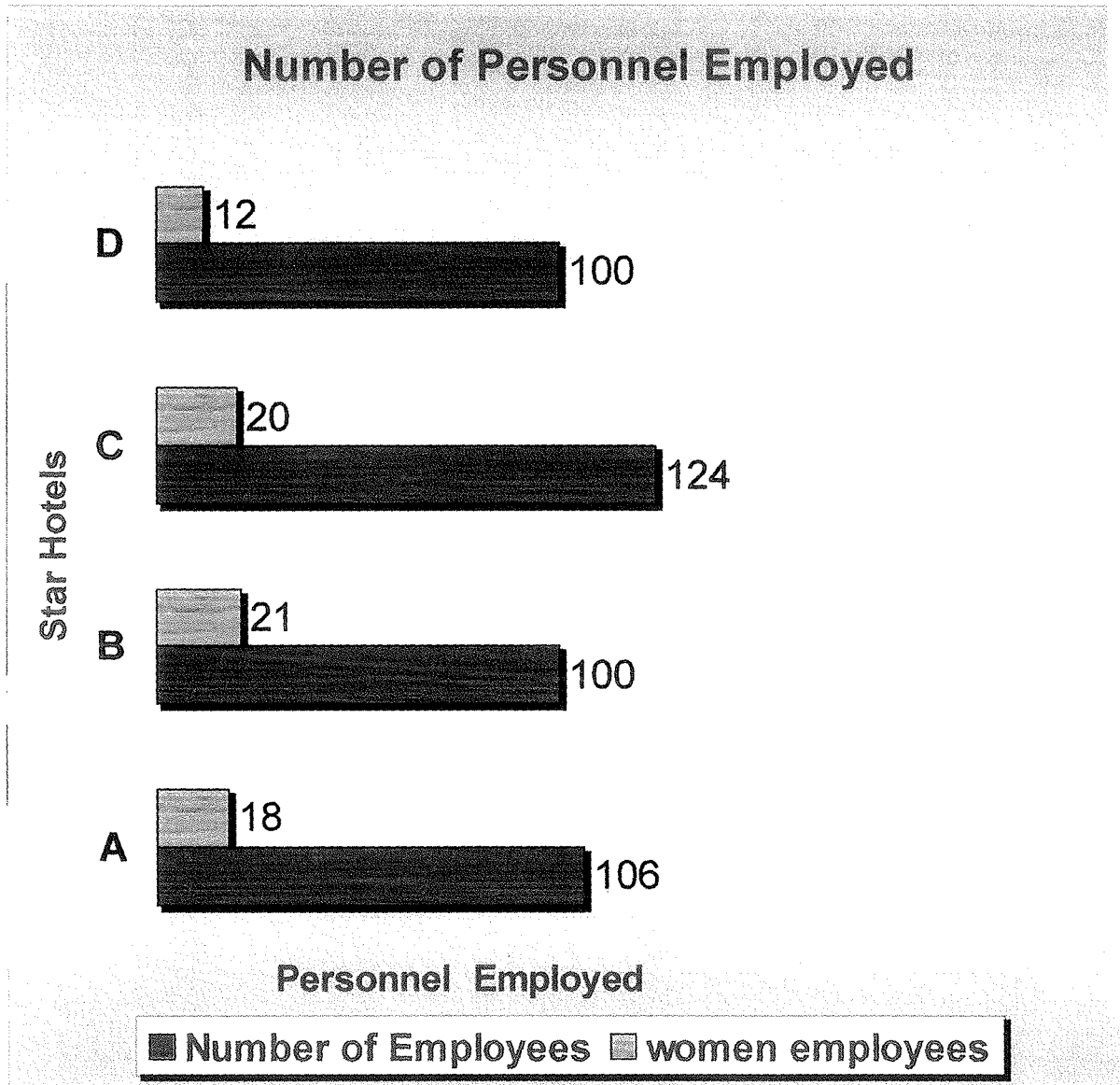


Figure – 2

The perusal of the above figure shows that among the selected hotels, hotel C had the highest enrollment of employees, in that twenty personnel were women employees. Hotel B had the highest enrollment of twenty one women employees.

B. Methods of Recruitment, Selection and Induction of staff

1. Source of recruitment

The source of recruitment followed in the selected hotels is shown in Table-II.

Table - II
Source of recruitment

S.No	Sources	Star hotels			
		A	B	C	D
1	Campus interview	✓	X	✓	X
2	Internship training	✓	X	X	✓
3	Advertisements	✓	✓	✓	X
4	Personal contacts	✓	✓	✓	X

(✓ - Yes, X - No)

Venkataraman (1991) says that the first operative function of personnel management is the procurement of personnel for the organization. From the above table it is evident that the employees of the selected star hotel A, B and C recruited their employees through advertisements and personal contacts. Hotel C recruited through campus interview and hotel D recruited only through internship training. None of the selected hotels recruited through employment exchange and internal sources.

2. Recruitment policies followed

The various recruitment policies followed are shown below in Table-III.

Table-III

Recruitment policies followed

S.No	Recruitment policies	Star hotels			
		A	B	C	D
1	Qualification	✓	✓	✓	X
2	Experience	✓	✓	✓	✓
3	Age preferences	✓	X	✓	X

(✓ - Yes, X - No)

The above Table reveals that all the selected hotels gave preference for experience of the candidates while recruiting. Hotels A, B and C took into account the qualification of personnel and the hotel A and C recruited by taking into account the age of the personnel. None of the selected hotels considered the community quotas and reservation policies during the recruitment of the personnel.

3. Personnel selection

The person comprising the selection committee is given in Table-IV.

Table-IV

Selection committee

S.No	Committee members	Star hotels			
		A	B	C	D
1	Management board	✓	✓	X	✓
2	Personnel manager	✓	✓	✓	✓
3	Managers of departments where vacancy is to be filled	✓	✓	✓	✓

(✓ - Yes, X - No)

According to Taylor and Taylor (1990) in large scale organizations manpower planning will be carried out by the managers and supervisors. It is apparent from the above table that the personnel manager and managers of each department were in the selection committee in all the selected hotels. Management board was also involved in the selection committee in all hotels except hotel C.

4. Criteria for selection of staff

The various criteria that were considered in selection of staff is given in Table-V.

Table-V
Criteria for selection of staff

S.No	Criteria	Star hotels			
		A	B	C	D
1	Qualification and experience	✓	✓	✓	X
2	Knowledge, skill and capability to work	✓	✓	✓	X
3	Health status, optimistic out look and interest in job	✓	✓	✓	X
4	Presence of mind, initiatives and self confidence	✓	✓	X	✓
5	Family background	X	✓	X	X

(✓ - Yes, X - No)

From the above table it is clear that the selected hotels A, B and C (except hotel D) looked in for the criteria like qualification and experience,

knowledge, skill and capability to work, health status, optimistic out look and interest in the job. Except hotel C other hotels took into account the presence of mind, initiative and self-confidence. Only hotel B considered family background as criteria for selection of staff.

5. Approaches followed

After selection, in the method of employing staff there were two approaches, which were adopted for hiring which is presented in Table-VI.

Table-VI
Approaches followed

S.No	Approaches	Star hotels			
		A	B	C	D
1	Placement approach	X	X	✓	X
2	Promotion approach	X	✓	X	X
3	Both the above	✓	X	X	✓

(✓ - Yes, X - No)

It is noted from the above table that the hotel A and D followed both the placement approach and promotion approach whereas hotel C followed only the placement approach and hotel B followed only promotion approach.

6. Various methods of induction

Induction concerns the arrangements made by a company to make new employees familiar with the way the company operates, conditions of employment, health and safety of the employees particular working

environment (Malhotra, 1998). Hence the various methods of induction followed in the selected hotels are given in table-VII.

Table-VII
Methods of induction

S.No	Methods	Star hotels			
		A	B	C	D
1	Informal meeting	X	✓	X	X
2	Formal talks	✓	✓	✓	✓
3	Demonstration	✓	✓	X	X
4	Discussion	✓	✓	✓	X

(✓ - Yes, X - No)

All the selected hotels oriented the selected employees through formal meeting. The employees of hotels A, B and C were oriented through discussions.

C. TRAINING AND DEVELOPMENT

Training is generally required for all new employees even if they come to an organization with considerable experience. Every hospitality operation has its own way of doing things (Dittmer and Griffin, 1997).

1. Training methods preferred

a. Type of training preferred.

The type of training that was preferred in the selected hotels is discussed below in table-VIII.

Table-VIII

Training methods preferred

S.No	Training methods	Star hotels			
		A	B	C	D
1	On-the job training	✓	✓	✓	✓
2	Off-the job training	✓	X	X	X
3	Both the above	✓	X	X	X

(✓ - Yes, X - No)

In the hotel industry commonly preferred training methods are on-the job training and off-the job training. All the selected hotels preferred on-the job training.

b. On-the job training

The various types of on-the job training undertaken by the selected hotels is viewed in table-IX.

Table-IX

Types of on-the job training

S.No	Type of training	Star hotels			
		A	B	C	D
1	Apprenticeship training	✓	X	✓	X
2	Internship training	✓	✓	✓	✓

(✓ - Yes, X - No)

On-the job training is commonly used with experienced workers mainly used by hospitality operation (Dittmer and Griffin, 1997). From the

above table it is clear that all the selected hotels undertake personnel for internship training.

c. Suitable personnel for on-the job training

The hotels A, B and D preferred candidates from the hotel management schools and colleges for on-the job training. Hotel C gave on-the job training for any member requesting it.

d. Off-the job training

The various types of off-the job training undertaken by the selected hotels is given in table-X below.

Table-X
Types of off-the job training

S.No	Type of training	Star hotels			
		A	B	C	D
1	Conferences / seminars	✓	X	X	X
2	Film strips / slides	✓	X	X	X

(✓ - Yes, X – No)

Only hotel A preferred Off-the job training and they conducted conferences, seminars by using filmstrips and slides.

The selected hotel A preferred only college students and operation staff in their concern as trainees for off-the job training.

e. Evaluation of training

It was clear that all the selected hotels evaluate the training availed to their employees. The method used for the evaluation of the training given to the employees by the hotels is discussed in the Table-XI.

Table-XI
Methods of evaluation

S.No	Methods of evaluation	Star hotels			
		A	B	C	D
1	Reports given by department head	✓	✓	✓	✓
2	Personal interview	X	✓	X	✓
3	Feedback by trainees	X	✓	✓	X

(✓ - Yes, X - No)

The above table reveals that all the selected hotels evaluated the training programme given to their employees by the reports given by the head of each department.

2. Development of employees

The capability, hard work, sincerity, performance and experience are the aspects considered in transfer or promotion of employees in all the selected hotels.

Staff meetings were conducted regularly in all the selected hotels. Except in hotel C all the other selected hotels involved their employees in decision making regarding official problems in their concern.

All the selected hotels have a counsellor or supervisor specially appointed to handle the grievances of employees except in hotel C where the managers of each department handled the grievances of employees.

The general safety measures like first aid, fire safety, personal hygiene, proper flooring were made available in all the selected hotels for their employees.

3. Labour laws enforced

The labour laws that is enforced in the selected hotels is pointed out in the Table-XII.

Table-XII
Labour laws enforced

S.No	Labour laws	Star hotels			
		A	B	C	D
1	Catering establishment Act	✓	✓	✓	✓
2	Minimum wages Act	✓	✓	✓	✓
3	Provident fund Act	✓	✓	✓	✓
4	Payment of gratuity Act	✓	✓	✓	✓
5	Labour welfare fund Act	✓	✓	✓	✓
6	Employee state insurance Act	✓	✓	✓	X
7	Maternity Act	X	X	✓	X

(✓ - Yes, X - No)

From the above table it is evident that in all the selected hotels, the labour laws were followed. Employee State Insurance Act was not followed in hotel D. Only hotel C considered the Maternity Act.

4. Performance appraisal

Performance appraisal is used to determine job competence, need for additional training and to review the employees' progress within the organizations (West and Wood, 1997). The management appraised the employee in all the selected hotels periodically.

a. Frequency of performance appraisal of employees

The frequency of performance appraisal of the employees of the selected hotels is given below in table-XIII.

Table-XIII
Frequency of appraisal

S.No	Frequency of appraisal	Star hotels			
		A	B	C	D
1	Once in three months	X	✓	X	X
2	Once in six months	✓	X	X	✓
3	Once in a year	X	X	✓	X

(✓ - Yes, X - No)

From the above table it is clear that only hotel B appraised the performance of their employees once in three months.

b. Methods of performance appraisal

The methods used to appraise the performance of employees of the selected hotels is given in table-XIV.

Table-XIV
Methods of performance appraisal

S.No	Methods of appraisal	Star hotels			
		A	B	C	D
1	Self appraisal	X	X	✓	✓
2	Appraisal by department head	✓	X	✓	✓
3	Personal reviews	X	✓	X	✓

(✓ - Yes, X - No)

The above table reveals that the method used to appraise the employees in hotel A, C and D is by the reports made by head of each department.

c. Results of appraisal

After evaluating the appraisals of the employees in all the selected hotels in general the necessary changes in their jobs like promotions, incentives, designations were given as a reward of the performance of the employees.

D. EMPLOYEE FACILITIES PROVIDED

1. General facilities provided

The various facilities generally provided to the employees of the selected hotels is shown in table-XV.

Table-XV

General facilities provided

S.No	Facilities provided	Star hotels			
		A	B	C	D
1	Safe drinking water	✓	✓	✓	✓
2	Separate cafeteria	✓	✓	✓	✓
3	Free food	✓	✓	✓	✓
4	Rest rooms	✓	✓	✓	✓
5	Accommodation for subsidized rates	✓	✓	✓	✓
6	Good work environment	✓	✓	✓	✓
7	Necessary work equipment	✓	✓	✓	✓
8	Proper toilet facilities	✓	✓	✓	✓

(✓ - Yes, X – No)

The provision of safe drinking water, separate cafeteria, free food, rest rooms, and accommodation at subsidised rates, good work environment, necessary work equipments and proper toilet facilities are essential needs of all personnel and therefore it is imperative for employers to provide these (www.satisfy.com). The above facilities were made available to the employees of all the selected hotels.

2. Employee benefits provided

The various benefits provided to the employees of the selected hotels are discussed below in table-XVI.

Table-XVI

Employee benefits provided

S.No	Employee benefits	Star hotels			
		A	B	C	D
1	Payment for over time	✓	✓	✓	X
2	Transportation allowances	✓	✓	✓	X
3	Leave for sickness	✓	✓	✓	✓
4	Maternity benefits	X	✓	✓	✓
5	Leisure and holidays	✓	✓	X	X
6	Housing allowances	✓	✓	X	✓
7	Educational assistance	X	✓	X	X
8	Bonus / Festival allowances	✓	✓	✓	✓
9	Free Mediclaim benefits	X	X	✓	✓

(✓ - Yes, X - No)

To be properly motivated to provide top notch product or service, the employees must know that management cares about them as individuals and understand the terms of employment such as wages, benefits, attendance / absence rules, dress code, complaint procedures, etc. (Kurdle and Sandler, 1995). It is evident from the table that all the four selected hotels gave leave for sickness and gave bonus / festival allowances. Only hotel B provided assistance to their employees for educating their children.

E. JOB SATISFACTION OF EMPLOYEES

1. Job satisfaction assessed by the employers

Job satisfaction relates to the total relationship between an individual and the employer for which he is paid (Rao, 2000). All the selected hotels have an unwavering approach with the employees. The employee's job satisfaction was assessed in all the selected hotels. The various tools used to assess job satisfaction is given in table-XVII.

Table-XVII

Tools used to assess job satisfaction

S.No	Tools	Star hotels			
		A	B	C	D
1	Periodical meetings	✓	✓	✓	x
2	Interaction	✓	✓	✓	X
3	Workers committee meeting	X	X	X	✓

(✓ - Yes, X - No)

Hotels A, B and C assessed the job satisfaction of their employees by conducting periodical meetings and by interacting with them. Only hotel D conducted workers committee meeting to assess job satisfaction of their employees.

2. Job satisfaction assessed by the investigator

To assess job satisfaction seventy employees were chosen from each selected star hotel. Among the seventy employees, thirty employees of

supervisory cadre and forty employees of non supervisory cadre were selected and job satisfaction was assessed using a check list on the following aspects.

a. Work shifts

The shift timings followed in the selected hotels is shown in the table- XVIII.

Table – XVIII
Shift timings followed

S.No	Shift time	Star hotels			
		A	B	C	D
1	6.00 A.M – 2.00 P.M	✓	✓	✓	✓
2	2.00 P.M – 10.00 P.M	✓	✓	✓	✓
3	10.00 P.M – 6.00 A.M	✓	✓	✓	✓
4	9.30 A.M – 5.30 P.M	✓	✓	✓	✓
5	6.00 A.M – 6.00 P.M (12 Hours duty)	✓	X	X	X

(✓ - Yes, X - No)

From the above table it is clear that all the selected hotels work in shifts. The general shift timing from 9.30 A.M – 5.30 P.M were followed by the employees of supervisory cadre and the other shift timings were followed by the non supervisory cadre. Only hotel A followed twelve hours shift for the employees working as securities.

b. Work schedule

The attitude towards the work schedule of employees is given in table – XIX and is illustrated in figure-3.

Table-XIX**Employee satisfaction about work schedule**

Star hotels	Employees							
	Supervisory cadre (N=30)				Non supervisory cadre (N=40)			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No.	%	No.	%	No.	%	No.	%
A	26	87	4	13	22	55	18	45
B	24	80	6	20	21	53	19	47
C	25	83	5	17	23	58	17	42
D	25	83	5	17	21	53	18	47

(No. – Number, % - Percent)

From the above table it is clear that in the selected star hotels majority of the chosen employees 80 – 87 percent in supervisory cadre were comfortable with their work schedule. But only 53 – 58 percent of employees in non supervisory cadre were satisfied with their work schedule.

Employee satisfaction about work schedule

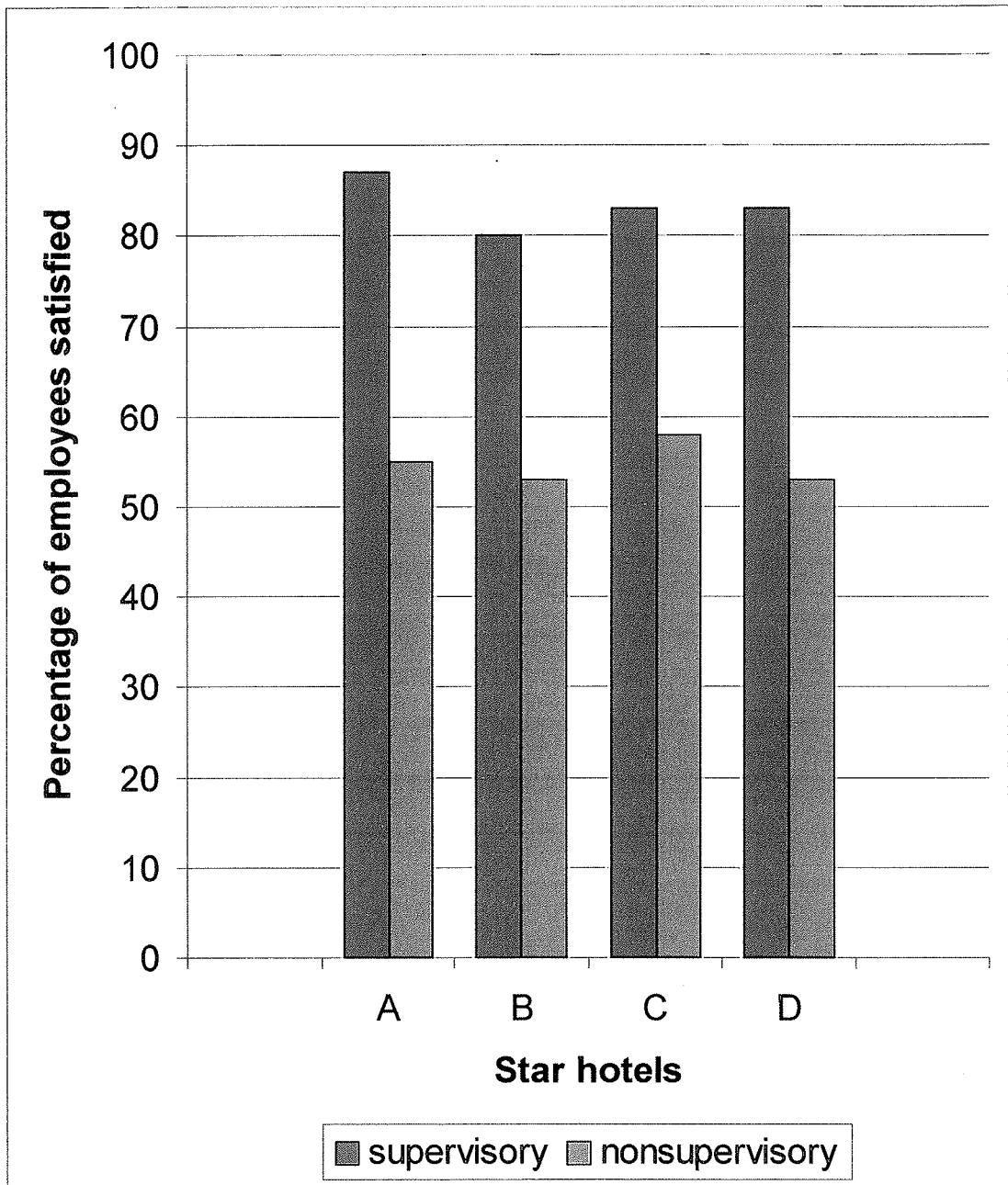


Figure -3

c. Opportunity for future development

The employees' view on their chances for development in their concern is shown in table-XX.

Table-XX

Employee opinion on opportunity to develop

Star hotels	Employees					
	Supervisory cadre (N=30)		Non supervisory cadre (N=40)			
	Yes		Yes		No	
	No.	%	No.	%	No.	%
A	30	100	28	70	12	30
B	30	100	27	68	13	32
C	30	100	29	73	11	27
D	30	100	28	70	12	30

(No. – Number, % - Percent)

All the selected employees in supervisory cadre felt that they have chances for future development in their hotel. Sixty eight to seventy three percent of the non supervisory cadre employees also felt that they had chances for future development.

d. Work environment

The employee's opinion regarding the environment in which they are working is given in table-XXI.

Table-XXI

Employee opinion on work environment

Star hotels	Employees					
	Supervisory cadre (N=30)			Non supervisory cadre (N=40)		
	Congenial		Congenial		Non congenial	
	No.	%	No.	%	No.	%
A	30	100	34	85	6	15
B	30	100	36	90	4	10
C	30	100	35	87	5	13
D	30	100	34	85	6	15

(No. – Number, % - Percent)

According to Colleer (1990) employers must maintain a safe working environment and employees must cooperate with management in carrying out the firms' safety policy. In all the four selected hotels all the selected employees in supervisory cadre felt that their work environment is safe, healthy and congenial. Majority of the employees 85 to 90 percent of non supervisory cadre also were comfortable in their working environment.

e. Rewards and remuneration

Mehta (2004) says that to make it a point to reward good work and publicly praise or give tangible rewards to employees. The employee's attitude on various rewards and remuneration availed to them in the selected hotels is shown in table-XXII.

Table-XXII

Employee opinion on rewards and remuneration

Star hotels	Employees							
	Supervisory cadre (N=30)				Non supervisory cadre (N=40)			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No.	%	No.	%	No.	%	No.	%
A	24	80	6	20	21	52	19	48
B	26	87	4	13	24	60	16	40
C	27	90	3	10	21	52	19	48
D	24	80	6	20	20	50	20	50

(No. – Number, % - Percent)

From the above table it is evident that the majority of employees 80 to 90 percent of supervisory cadre were contented with rewards and remunerations, whereas in non supervisory cadre 40 to 50 percent of the chosen employees were not satisfied with rewards and remunerations given to them.

f. Provision of working equipment

The employee's opinion on the provision of working equipment to them in their respective hotel is given in table – XXIII.

Table-XXIII

Employee's opinion on working equipment

Star hotels	Employees					
	Supervisory cadre (N=30)			Non supervisory cadre (N=40)		
	Comfortable		Comfortable		Uncomfortable	
	No.	%	No.	%	No.	%
A	30	100	31	78	9	22
B	30	100	30	75	10	25
C	30	100	28	70	12	30
D	30	100	26	65	14	35

(No. – Number, % - Percent)

All the selected employees in supervisory cadre were comfortable with the working equipments provided to them whereas employees in non supervisory cadre 65 to 78 percent of employees were satisfied with the provision of equipment in their respective hotel.

g. New Responsibilities

All the selected employees in supervisory and non supervisory cadre of the selected hotels wholeheartedly took new responsibilities and they felt that they are not over taxed in their work.

h. Approaches with Higher Authority

The chosen employees from all the selected hotels felt that their higher authorities were easily approachable and that the management was handling their grievances and problems immediately.

i. Facilities and Benefits

Benefit package is a key component of job satisfaction (SHRM Report, 2003). The employee's opinion on the facilities and benefits provided to them by their respective concern is given in table –XXIV and illustrated in figure 4.

Table-XXIV
Employee's opinion on facilities and benefits.

Star hotels	Employees							
	Supervisory cadre (N=30)				Non supervisory cadre (N=40)			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No.	%	No.	%	No.	%	No.	%
A	24	80	6	20	23	58	17	42
B	22	73	8	27	21	53	19	47
C	26	87	4	13	24	60	16	40
D	20	67	10	33	21	53	19	47

(No. – Number, % - Percent)

From the above table it is evident that majority of the selected employees (80,73,87 and 67 percent respectively) of the supervisory cadre in selected hotels were satisfied with the facilities and benefits provided to them. Hotel C has the highest percent (87%) of satisfied employees regarding the aspect of facilities and benefits provided to them. Except few employees in non supervisory cadre (42,47,40,47 percent respectively) other employees were satisfied by the provision of facilities and benefits given to them by their respective hotels.

Employee's opinion on facilities and benefits

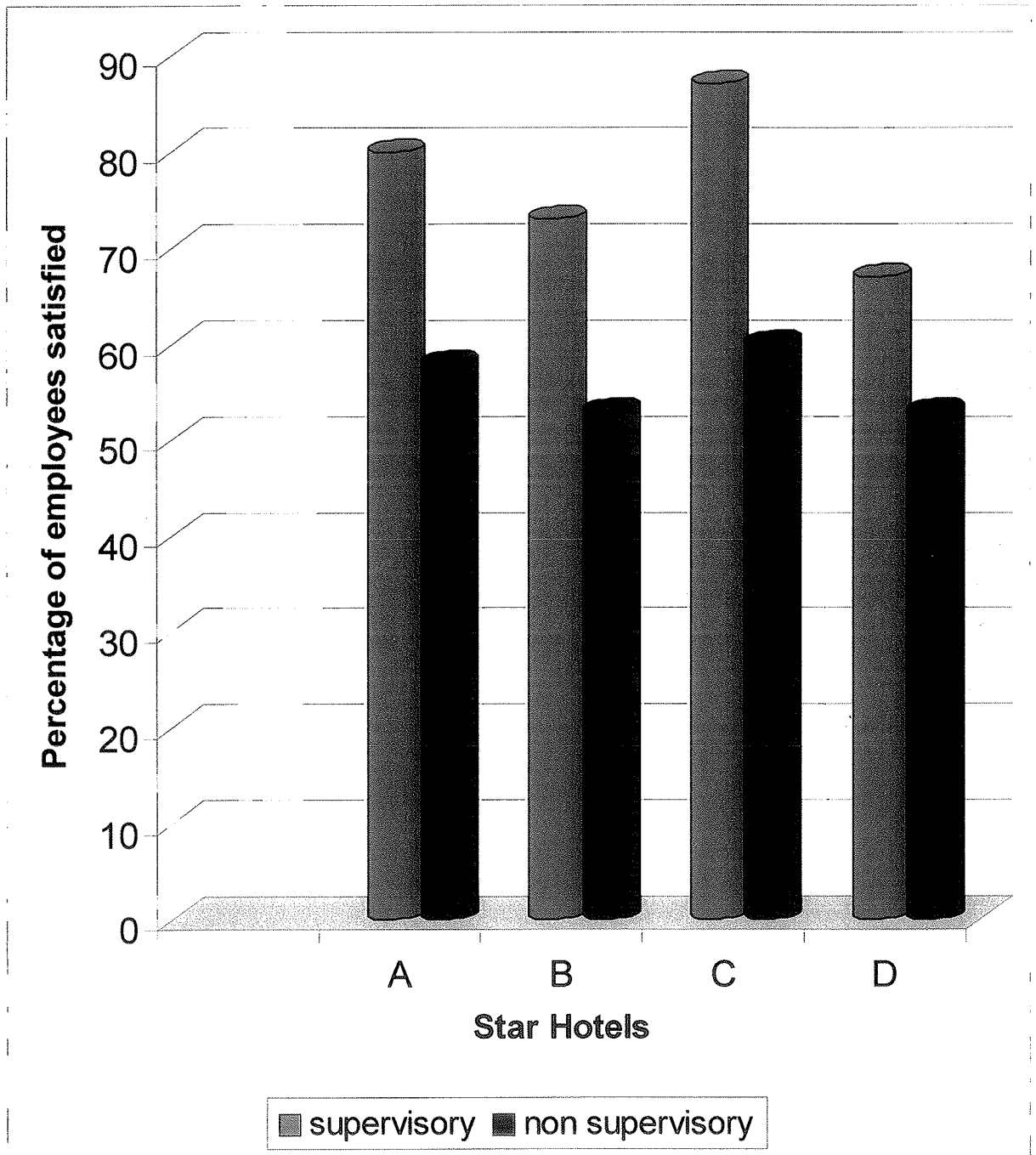


Figure -4

j. Opinion on scale of pay

The employee's opinion on their scale of pay in the selected hotels is shown in table – XXV and illustrated in figure - 5.

Table-XXV

Employee opinion on scale of pay.

Star hotels	Employees							
	Supervisory cadre (N=30)				Non supervisory cadre (N=40)			
	Satisfied		Dissatisfied		Satisfied		Dissatisfied	
	No.	%	No.	%	No.	%	No.	%
A	17	57	13	43	21	52	19	48
B	16	53	14	47	23	57	17	43
C	18	60	12	40	17	42	23	58
D	17	57	13	43	22	55	18	45

(No. – Number, % - Percent)

In the selected hotels, among the chosen employees of the supervisory cadre 57,53,60 and 57 percent respectively and in the non supervisory cadre 52, 57, 42 and 55 percent of employees were satisfied with the scale of pay given to them. The minimum wages act was extended to the employees in hotels and restaurant industry in the months of October 1963 (Jehangir, 2000).

Employee opinion on scale of pay.

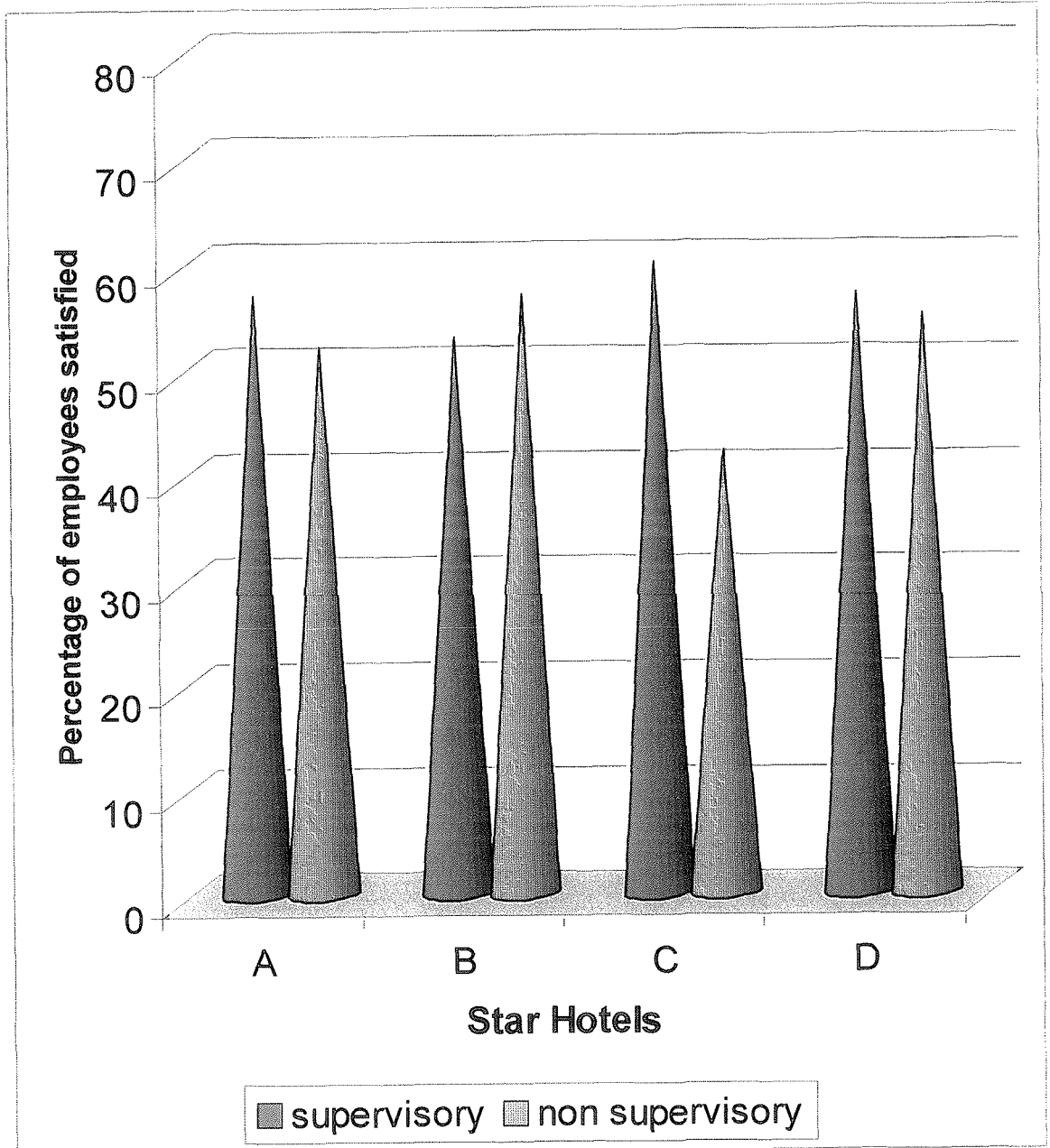


Figure -5

SUMMARY AND CONCLUSION

V. Summary and conclusion

Today, the foodservice industry in its broadest sense means that all establishments where food is regularly served outside the home. Such establishments include restaurants, hotels, coffee shops, ethnic restaurants and fast food outlets. In addition, foodservices that are operated in schools, colleges, supermarkets, in recreation facilities are also included (West & Wood, 1997).

People are the central focus of effective management. It is the interaction of people in order to achieve objective, which forms the basis of an organization. Without the man power the hospitality industry cannot function. If managers are to improve performance, they need knowledge and understand what influences the behavior of people at work (Mullins, 1998). Human Resource Management is concerned with planning, recruiting, orienting, training, developing and motivating the personnel needed by an organization (Aswathappa, 2003).

Hence the present study entitled on "Personnel management and Job Satisfaction of Employees in Hospitality Industry" was undertaken to study the functions of personnel department, methods of recruitment, selection and induction of staff to the organization, training and development, provision of facilities and benefits and job satisfaction of employees. In order to fulfill these objectives a survey was conducted and data were collected through personnel interview method and questionnaire method from four three star category hotels in Coimbatore. The identity code is given to the selected four hotels as hotel A, hotel B, hotel C and hotel D respectively.

Functions of personnel department

► In all the four selected hotels, the personnel department is responsible for staffing of the organization like recruitment, selection and induction of staff,

training and development of employees, performance appraisal, labour laws followed and provision of facilities and benefits to them.

Methods of recruitment, selection and induction of staff

► The employees of the selected star hotel A, B and C recruited their employees through advertisements and personal contacts. Hotel C recruited through campus interview and hotel D recruited only through internship training. None of the selected hotels recruited through employment exchange and internal sources.

► The selected hotels A, B and C (except hotel D) looked in for the criteria like qualification and experience, knowledge, skill and capability to work, health status, optimistic out look and interest in the job. Except hotel C other hotels took into account the presence of mind, initiative and self-confidence. Only hotel B considered family background as criteria for selection of staff. The personnel manager and managers of each department were in the selection committee in all the selected hotels. Management board was also involved in the selection committee in all hotels except hotel C.

► The selected hotels A, B and C (except hotel D) looked in for the criteria like qualification and experience, knowledge, skill and capability to work, health status, optimistic out look and interest in the job. Except hotel C other hotels took into account the presence of mind, initiative and self-confidence. Only hotel B considered family background as criteria for selection of staff.

► All the selected hotels oriented the selected employees through formal meeting. The employees of hotels A, B and C were oriented through discussions.

Training and development

1. Training methods preferred

▶ In the hotel industry commonly preferred training methods are on-the job training and off-the job training. All the selected hotels preferred on-the job training.

▶ The hotels A, B and D preferred candidates from the hotel management schools and colleges for on-the job training. Hotel C gave on-the job training for any member requesting it. Only hotel A preferred Off-the job training and they conducted conferences, seminars by using filmstrips and slides and preferred only college students and operation staff in their concern as trainees for off-the job training.

▶ All the selected hotels evaluated the training programme given to their employees by the reports given by the head of each department.

2. Development of employees

▶ The capability, hard work, sincerity, performance and experience are the aspects considered in transfer or promotion of employees in all the selected hotels. Staff meetings were conducted regularly in all the selected hotels. Except in hotel C all the other selected hotels involved their employees in decision making regarding official problems in their concern.

▶ All the selected hotels have a counselor or supervisor specially appointed to handle the grievances of employees except in hotel C where the managers of each department handled the grievances of employees. The general safety measures like first aid, fire safety, personal hygiene, proper flooring were made available in all the selected hotels for their employees. The selected hotels, the labour laws were followed. Employee State Insurance Act was not followed in hotel D. Only hotel C considered the Maternity Act.

► The management appraised the employee in all the selected hotels periodically. The method used to appraise the employees in hotel A, C and D is by the reports made by head of each department and hotel B through personnel reviews. After evaluating the appraisals of the employees in all the selected hotels in general the necessary changes in their jobs like promotions, incentives, designations were given as a reward of the performance of the employees.

Employee facilities provided

► The provision of safe drinking water, separate cafeteria, free food, rest rooms, and accommodation at subsidised rates and proper toilet facilities were made available to the employees of all the selected hotels. All the four selected hotels gave leave for sickness and gave bonus / festival allowances. Only hotel B gave assistance to their employees for educating their children and housing provision were not given in hotel C.

Job satisfaction of employees by the employers

► Hotels A, B and C assessed the job satisfaction of their employees by conducting periodical meetings and by interacting with them. Only hotel D conducted workers committee meeting to assess job satisfaction of their employees.

Job satisfaction assessed by the investigator

► To assess job satisfaction seventy employees were chosen from each selected star hotel. Among the seventy employees, thirty employees of supervisory cadre and forty employees of non supervisory cadre were selected and job satisfaction was assessed using a check list on the following aspects.

► The selected star hotels majority of the chosen employees 80 – 87 percent in supervisory cadre were comfortable with their work schedule. But only 53 – 58 percent of employees in non supervisory cadre were satisfied with their work schedule.

▶ All the selected employees in supervisory cadre felt that they have chances for future development in their hotel. Sixty eight to seventy three percent of the non supervisory cadre employees also felt that they had chances for future development.

▶ In all the four selected hotels all the selected employees in supervisory cadre felt that their work environment is safe, healthy and congenial. Majority of the employees 85 to 90 percent of non supervisory cadre also were comfortable in their working environment.

▶ Majority of the selected employees 80 to 90 percent respectively in supervisory cadre felt that their work was recognized in their concern but employees in non supervisory cadre 52 to 58 percent respectively felt that they are not well recognized in their respective concern.

▶ The chosen employees from all the selected hotels felt that their higher authorities were easily approachable and that the management was handling their grievances and problems immediately.

▶ Majority of the selected employees (80,73,87 and 67 percent respectively) of the supervisory cadre in selected hotels were satisfied with the facilities and benefits provided to them. Except few employees in non supervisory cadre in the selected hotels (42,47,40,47 percent respectively) other employees were satisfied by the provision of facilities and benefits given to them by their respective hotels.

▶ In the selected hotels, among the chosen employees of the supervisory cadre 57,53,60 and 57 percent respectively and in the non supervisory cadre 52, 57, 42 and 55 percent of employees were satisfied with the scale of pay given to them.

The personnel management and job satisfaction of employee – research dictates further refinements particularly in hospitality where the importance of employee satisfaction and their service quality are driving a broad research.

Management should try to know what aspects will satisfy their employees and their expectations should be sorted out and have to be satisfied.

The selected hotels followed proper methods of recruitment, selection, induction of staff and training. Management cares about the development of their employees in the aspects of wages, benefits, work environment, necessary work equipment, rewards and remuneration and complaint procedures. The employers assessed the job satisfaction of their employees periodically by conducting meeting and interacting with them. In the assessment of job satisfaction of employees great satisfaction was shown by employees of supervisory cadre whereas the non supervisory cadre employees did not express much satisfaction because little less than fifty percent of employees were satisfied with the work schedule and they felt that they were not well recognized in their respective concern. A little less than fifty percent of employees were not satisfied with the facilities provided to them and with the pay scale. But yet all the selected hotels assessed job satisfaction periodically. All the supervisory cadre employees and majority of non supervisory cadre employees were satisfied with their working environment.

Recommendations for future research

- Personnel Management and Job Satisfaction of Employees in Welfare Catering.

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APPENDICES

Appendix - I

INTERVIEW SCHEDULE TO ELICIT INFORMATION ON PERSONNEL MANAGEMENT IN HOSPITALITY INDUSTRY

1. Name of the organization:
2. Name of the interviewee:
3. Designation of the interviewee:
4. Total number of employees in the firm:
5. Functions of the personnel department:
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.

I. RECRUITMENT

1. What source of recruitment do you follow?
 - a. through campus interview
 - b. through internship training
 - c. through employment exchange
 - d. through advertisements
 - e. through personal contact
 - f. internal sources
 - g. if any other, specify -----

2. What are the recruitment policies do you follow?
 - a. qualification of the person
 - b. experience
 - c. age preference
 -

- d. community quotas
- e. if any other, specify -----

II. SELECTION

1. What are the criteria's you will consider in selecting staff?

- a. qualification and experience
- b. knowledge, skill and capability to work
- c. health status, optimistic outlook and interests in the job
- d. presence of mind, initiatives and self confidence
- e. family background
- f. if any other, specify

2. Who will be in selection committee of personnel in your concern?

- a. management
- b. personnel department
- c. employee union
- d. managers of departments where vacancies is to be filled
- e. if any other specify -----

3. What approaches do you follow in employing personnel?

- a. placement approach
- b. promotion approach
- c. both

II. INDUCTION:

1. What are the various methods of induction do you follow?

- a. informal meeting
- b. formal talks
- c. demonstration

d. discussion

e. any other, specify -----.

III. TRAINING AND DEVELOPMENT:

1. What type of training method do you prefer in your concern?

a. on-the job training

b. off-the job training

c. both

2 A. What are the various on-the job training undertaken for employees in your concern?

a. internship training

b. apprenticeship programmes

B. Who will be suitable for this type of training?

a. employees in your concern

b. hotel management school / college students

c. for any member requesting

3 A. What are the various off-the job training undertaken in your concern?

a. conferences / seminars / lecturers

b. film strips / slides

c. experimental training

d. programmed instructions

B. For whom is this type of training suitable?

4. Do you evaluate the effectiveness of the training undertaken in your concern?

Yes No

5. If yes, what method do you use for evaluation?

1.

2.

6. On what aspects do you transfer or promote the personnel in your concern?

7. Do you conduct staff meetings or conferences regularly in your concern?

Yes

No

8. Do you involve your employees in decision making regarding any official problems in the concern?

Yes

No

9. Do you have counselor or supervisor to handle grievances of employees in your concern?

Yes

No

10. Do you follow general safety rules for employees in your concern?

Yes

No

If yes, what are the safety rules followed in your concern?

- 1.
- 2.
- 3.

11. What are the labour laws followed in your concern for your employees?

- 1.
- 2.
- 3.

V. Performance appraisal:

1. Are the employees in your concern periodically appraised?

Yes

No

2. How frequently are they appraised?

3. What are the methods do you follow for appraisal of employees?

- 1.
- 2.

4. What steps will be taken with the results of the performance appraisal?

VI. Employees' facilities (general)

1. Do you have a separate cafeteria for employees? **Yes / No**
2. Do you provide food free or at subsidized rates to your employees? **Yes / No**
3. Do you provide safe drinking water for the employees? **Yes / No**
4. Do you provide proper working environment to your employees? **Yes / No**
5. Do you provide necessary working equipments to your employees? **Yes / No**
6. Do you provide rest rooms for the employees? **Yes / No**
7. Are proper toilet facilities provided for the employees? **Yes / No**

VII. Employees Benefits

1. What are the various benefits do you provide to the employees?

- | | |
|--------------------------------|--------------------------|
| a. payment for over time | <input type="checkbox"/> |
| b. transportation allowances | <input type="checkbox"/> |
| c. leave for sickness | <input type="checkbox"/> |
| d. maternity benefits | <input type="checkbox"/> |
| e. leisure and holidays | <input type="checkbox"/> |
| f. housing provisions | <input type="checkbox"/> |
| g. educational assistance | <input type="checkbox"/> |
| h. bonus / festival allowances | <input type="checkbox"/> |
| i. if any other, specify. | ----- |

VIII. Assessment of employee satisfaction

1. Does your workers have unwavering approach with the management (employer-employee relationship)? **Yes / No**
2. Do you assess employee satisfaction in your concern? **Yes / No**
3. If yes, what are the tools you will use to assess?

Appendix - II

QUESTIONNAIRE TO ASSESS JOB SATISFACTION OF EMPLOYEES

1. Name of the interviewee:
2. Cadre:
3. Department:
4. What is your working hours?
5. Do you work in shifts? **Yes / No**
6. Are you comfortable with your work schedule? **Yes / No**
7. Do you think you have opportunity for future development? **Yes / No**
8. Is the environment you are working congenial? **Yes / No**
9. Are you content with rewards and remunerations given? **Yes / No**
10. Do you feel recognized in your organization? **Yes / No**
11. Are you satisfied with the facilities and benefits provided? **Yes / No**
12. Are you comfortable with the working equipments provided? **Yes / No**
13. Do you feel upset, when you have to take new responsibilities? **Yes / No**
14. Do you feel you are over taxed? **Yes / No**
15. Do you feel that you have no time for relaxation and recreation? **Yes / No**
16. Is your higher authority approachable? **Yes / No**
17. Does the management handle your problems / grievances? **Yes / No**
18. Are you satisfied with your pay? **Yes / No**
19. Are you really satisfied with your job?

Any suggestions?

APPENDIX - III A

Handle their employees



LEADERING TRAITS TO HANDLE EMPLOYEES

- **RESPECT INDIVIDUAL DIFFERENCES.**
- **CHECK YOURSELF FOR BIASES.**
- **GIVE TIME TO EMPLOYEES TO ACCLIMATIZE THE WORK.**
- **DON'T TURN BLIND EYE TO SHODDY WORK.**
- **BEAWARE OF LABELLING ANY EMPLOYEE A POOR PERFORMER.**
- **REWARD THE GOOD WORK.**
- **FIRING POOR PERFORMER SHOULD BE LAST RESORT.**

APPENDIX – III B

Maintain Human Relations with their employees

HUMAN RELATIONS WITH YOUR EMPLOYEES

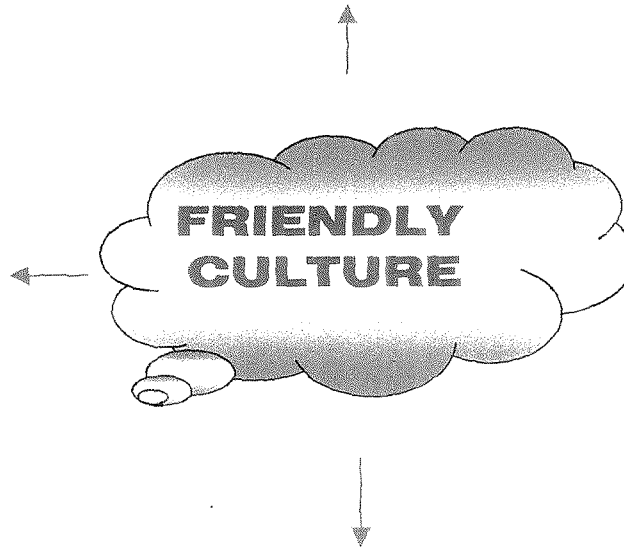
**BE
APPROACHABLE**

**BE POLITE
&
HELPFUL**

**FRIENDLY
CULTURE**

**BE AN
ACTIVE
LISTENER**

**DO NOT MAKE
FUN ON THEM**



APPENDIX – IV

Maintain good relationship with the management



HOW TO MOVE WITH YOUR MANAGEMENT

- **ALWAYS BE PROACTIVE.**
- **DON'T BE A "QUESTION CHECK" ON YOUR MANAGEMENT.**
- **DON'T CHALLENGE YOUR MANAGER.**
- **BE POLITE AND WELL PREPARED IN YOUR WORK.**
- **OBEY RULES AND REGULATIONS OF YOUR CONCERN.**
- **ALWAYS OPT FOR A FACE TO FACE INTERACTION.**