

Job Satisfaction in the Hotel Industry: A Comprehensive Analysis of Supervisor-Subordinate Relationship

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Introduction

In the dynamic and ever-evolving landscape of the hotel industry, the relationship between supervisors and subordinates holds significant implications for employee well-being, organizational success, and guest satisfaction. Job satisfaction, a crucial facet of this relationship, plays a pivotal role in shaping the work environment, employee motivation, and overall productivity. As hotels strive to provide exceptional guest experiences, it becomes imperative to delve into the intricacies of job satisfaction within the context of the supervisor-subordinate dynamic. This research paper aims to explore the multifaceted dimensions of job satisfaction within the supervisor-subordinate relationship in the hotel industry, particularly focusing on the Indian hospitality sector. By analyzing the factors that contribute to or detract from job satisfaction in this specialized setting, this study seeks to provide valuable insights for hotel management to foster a harmonious work environment that not only enhances employee morale and performance but also resonates positively with the broader objectives of guest service excellence. Through an in-depth examination of this relationship, the paper aims to examine the present level of Job Satisfaction in terms of Supervisor and Subordinate Relationship.

Literature Overview

Oyebamiji Florence Funmilola (2013) supported that the job satisfaction is jointly and independently predicted by pay, supervisor-subordinate relationship, employees' opportunities for promotion etc. These factors are found to be significantly affecting the job satisfaction and performance of employees.

High work performance and job satisfaction associated with motivation and leadership style. This will lead organization to achieve better results (Raziq and Maulabakhsh, 2015)

In the research finding on supervisor-subordinate relationship by Lv et al., 2022, Ren and Chadee, 2020), it was observed that interpersonal interaction between leaders and followers is key to the success of both individuals and hotel organization and the poor relationship between supervisor and subordinate always leads to high turnover rates in hotels (Lv et al., 2022).

Anand *et al.*, (2018) conducted a study on supervisor-subordinate relationship and found that supervisor gives favor to those subordinates with whom they have good relations.

High work performance and job satisfaction associated with motivation and leadership style. This will lead organization to achieve better results (Raziq and Maulabakhsh, 2015) Healthy relationship with supervisor leads to greater job performance evaluation and career advancement. (Elicker *et al.*, 2006, Varma *et al.*, 2009)

Trust is considered as an important dimension of supervisor– subordinate relationships as found by Brower et al. 2009; Dirks and Ferrin 2002; McAllister 1995; Serva et al. 2005. And subordinates trust in their leaders is highly associated with task completion, more citizenship behaviors, and positive attitudes toward their jobs and organizations, work attitude and behaviors (Colquitt et al. 2007; Dirks and Ferrin 2002, Mulki et al. 2006)

The quality of the leader-follower relationship plays an important part in managing the job satisfaction of public sector employees (Brunetto et al. 2010)

Study conducted by Maslyn, J. M. (1998) on Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development contributes to understanding the complexity of leader-member exchange (LMX) relationships, which are central to supervisor-subordinate dynamics.

Graen, G. B., & Uhl-Bien, M. (1995) in their paper on Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective traces the development of LMX theory and highlights its importance in examining the dynamics between supervisors and subordinates.

It was observed by Schroffel, 1999; Raziq and Maulabakhsh in 2015 that supervision skills like helping the subordinate at the time of need, value of their ideas, timely communication are key factors of subordinate's job satisfaction.

The outline of study by Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986) On Perceived organizational support examines how perceived support from supervisors and organizations affects employee outcomes, which is relevant to the supervisor-subordinate relationship.

The study of Erdogan, B., & Bauer, T. N. (2010) explores how justice climate can moderate the relationship between supervisors and subordinates, affecting job satisfaction and performance.

Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001) investigates the relationship between job satisfaction and turnover intent, which can be influenced by supervisor-subordinate interactions.

Objective

The objective of the present study is to explore the satisfaction level of operational level employees in terms of Supervisor- Subordinates Relationship, working in different departments of Indian Hotel Industry

Research Methodology

The research design of the current study is exploratory-cum-descriptive-cum-diagnostic in nature. The current study is conducted in Delhi and NCR region. The NCR region comprises of various districts of Uttar Pradesh (Meerut, Muzaffar Nagar, Gaziabaad, Gautam Budh Nagar, Bulandshahr, Bhagpat, Hapur), Haryana (Faridabad, Gurugram, Mahendragarh, Bhiwani, Nuh, Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Jind and Karnal), Rajsthan (Alwar, Bharatpur) and NCT Delhi. For the current study, operational level employees working in various 3*, 4*, 5*and 5*deluxe hotels situated in NCT Delhi, Gurugram, Faridabad and Noida affiliated from Ministry of Tourism (MOT), Government of India were selected.

Analysis and Discussion

Exhibit: 1

My supervisor is always there to help me out					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	110	19.3	19.3	19.3
	Disagree	239	41.9	41.9	61.2
	Indifferent	34	6.0	6.0	67.2
	Agree	129	22.6	22.6	89.8
	Strongly Agree	58	10.2	10.2	100.0
	Total	570	100.0	100.0	

As far as supervisors help is concerned, it plays an important and crucial role in employees' satisfaction level. It is quite surprising that employees working in sampled organization don't get the timely help from their supervisor. Organizations need to focus on this very important issue as healthy and cordial relationship between supervisor and subordinate will lead to employee satisfaction and ultimately their productivity. As represented in Exhibit 1, 62 percent of the employees were not satisfied with the statement whereas nearly 33 percent of the employees were agreed with this. A small percentage of employees' i.e. 6 percent were found of no opinion.

Bar Diagram: 1



Exhibit: 2

Subordinates feelings matters to the supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	86	15.1	15.1	15.1
	Disagree	242	42.5	42.5	57.5
	Indifferent	67	11.8	11.8	69.3
	Agree	135	23.7	23.7	93.0
	Strongly Agree	40	7.0	7.0	100.0
	Total	570	100.0	100.0	

Researcher tried to investigate the supervisor's attitude towards subordinate feelings through the statement 'Subordinates feelings matters to the supervisor'. It was observed that 57.6 percent of the employees have given negative reaction toward the statement while 30.7 percent employees have shown their positive reaction to the statement. On the basis of results, it is clear that subordinates feelings have no or very less value for the supervisor in the sampled organization.

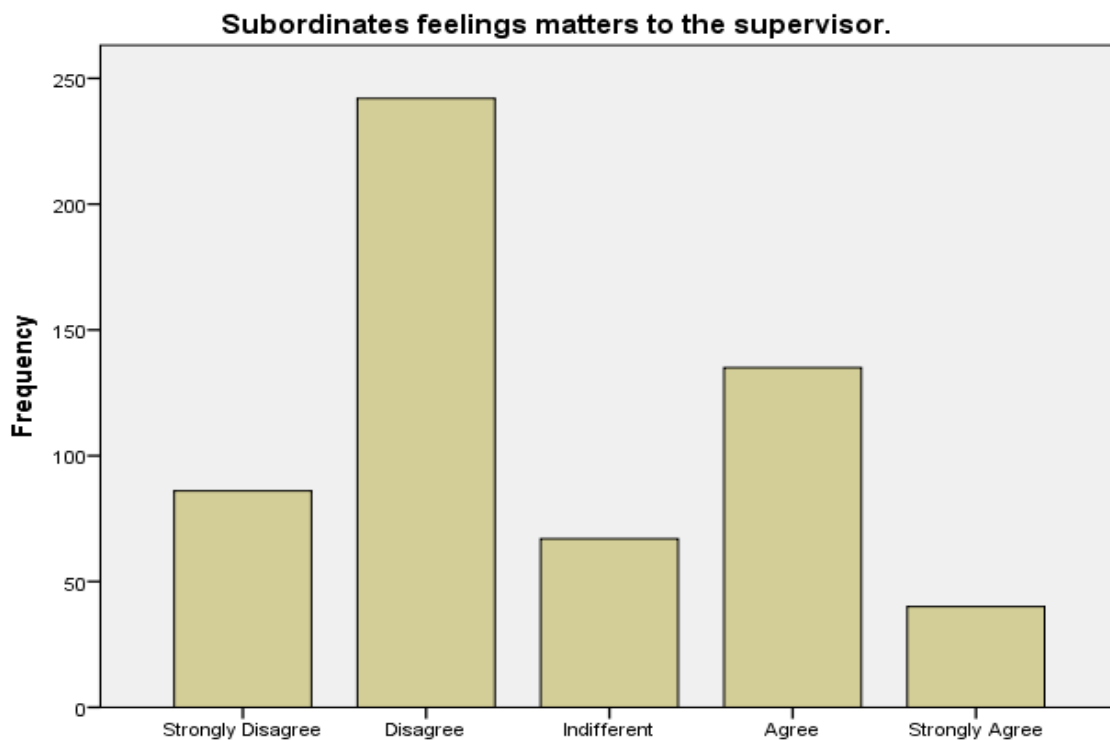
Bar Diagram: 2

Exhibit: 3

There is a healthy Supervisor- Subordinate relationship in the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	96	16.8	16.8	16.8
	Disagree	227	39.8	39.8	56.7
	Indifferent	71	12.5	12.5	69.1
	Agree	135	23.7	23.7	92.8
	Strongly Agree	41	7.2	7.2	100.0
	Total	570	100.0	100.0	

In hospitality industry especially hotel organization, a healthy relationship of employees with their immediate supervisor plays an important role for enhancing organizational productivity and goal achievements. Therefore, it was imperative to know the status of supervisor-subordinate's relationship in sampled organizations. A high percentage (56.7) of disagreement toward the statement shows that the supervisor subordinate relationship needs to be strengthened in sampled organizations.

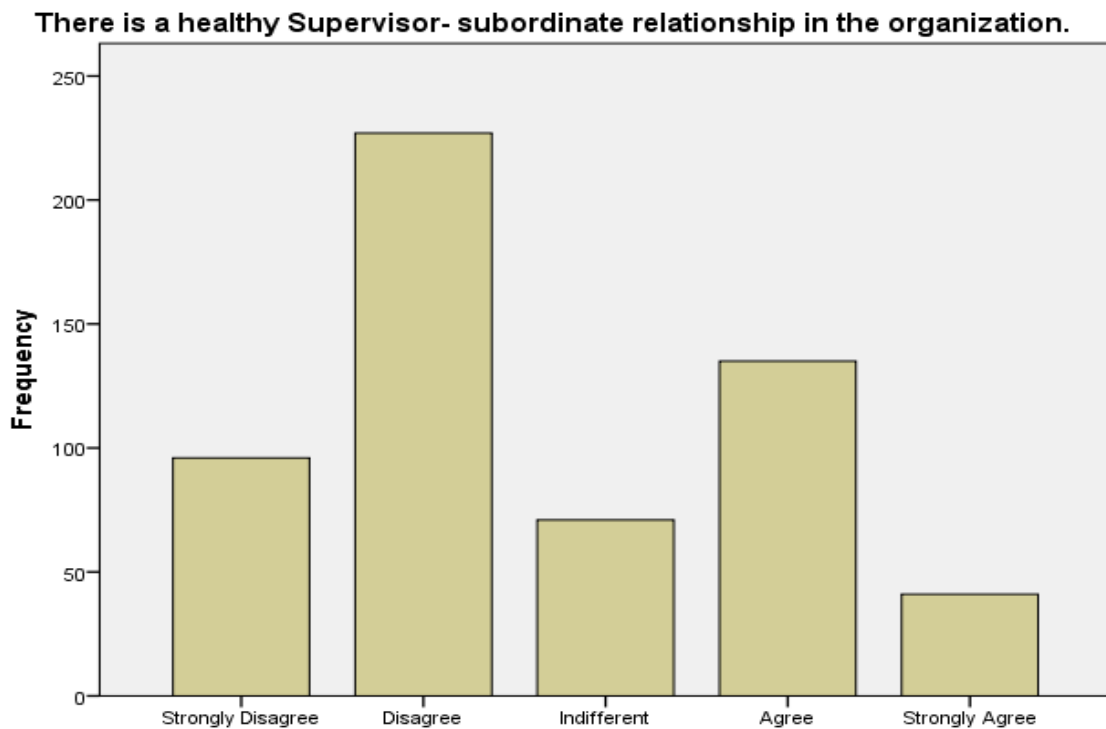
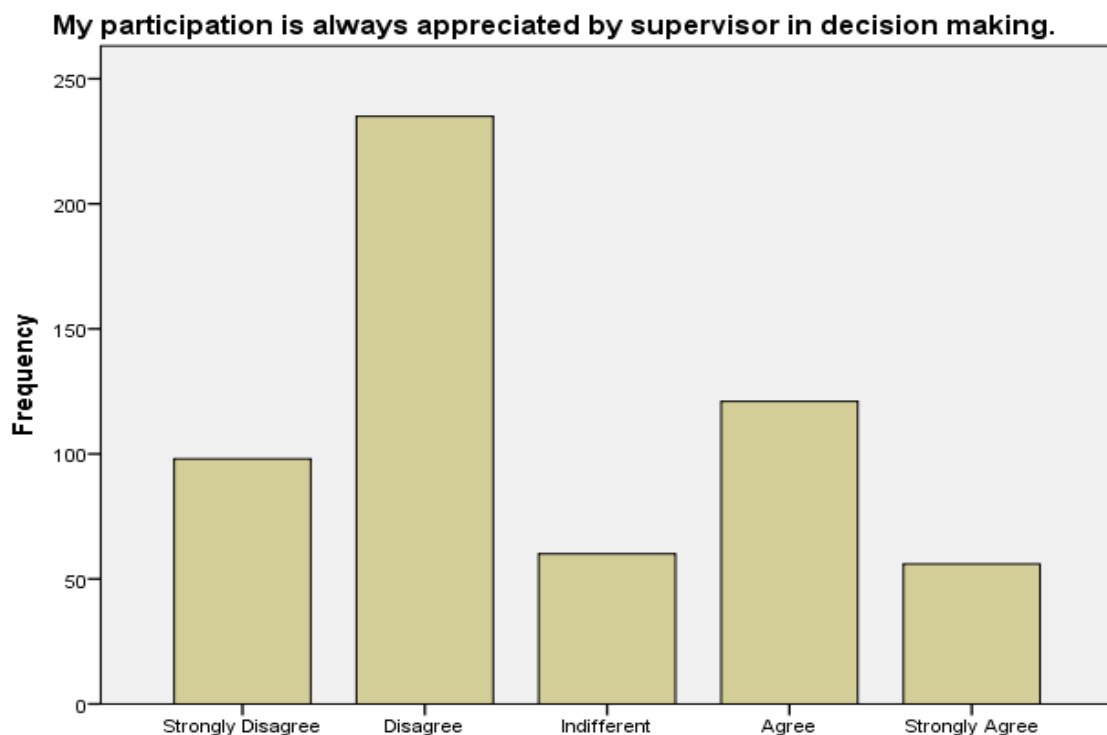
Bar Diagram: 3

Exhibit: 4

My participation is always appreciated by supervisor in decision making					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	98	17.2	17.2	17.2
	Disagree	235	41.2	41.2	58.4
	Indifferent	60	10.5	10.5	68.9
	Agree	121	21.2	21.2	90.2
	Strongly Agree	56	9.8	9.8	100.0
	Total	570	100.0	100.0	

Decisions would be sound and firm and would be for the betterment of organizations if participation of subordinate is appreciated by supervisor and their ideas are welcomed. Above Exhibit 4 shows that in Indian hotels employees' participation in decision making is less. 31 percent of the respondents have accepted their involvement whereas 58.4 percent of respondents expressed that they are never asked for their participation in any kind of decision.

Bar Diagram: 4**Exhibit: 5**

A good formal and informal communication exists with my supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	99	17.4	17.4	17.4
	Disagree	238	41.8	41.8	59.1
	Indifferent	57	10.0	10.0	69.1
	Agree	126	22.1	22.1	91.2
	Strongly Agree	50	8.8	8.8	100.0
	Total	570	100.0	100.0	

As depicted in Exhibit 5, researcher tried to find out the opinion of employees on formal and informal communication with the supervisor. 17.4 percent of the employee are strongly disagree with this, 41.8 are disagree, 10.0 are indifferent and 22.1 are agree and 8.8 percent are strongly agree. From this, it can clearly be understood that effective and timely communication with the supervisor plays a great role in employees' satisfaction/dissatisfaction.

Bar Diagram: 5

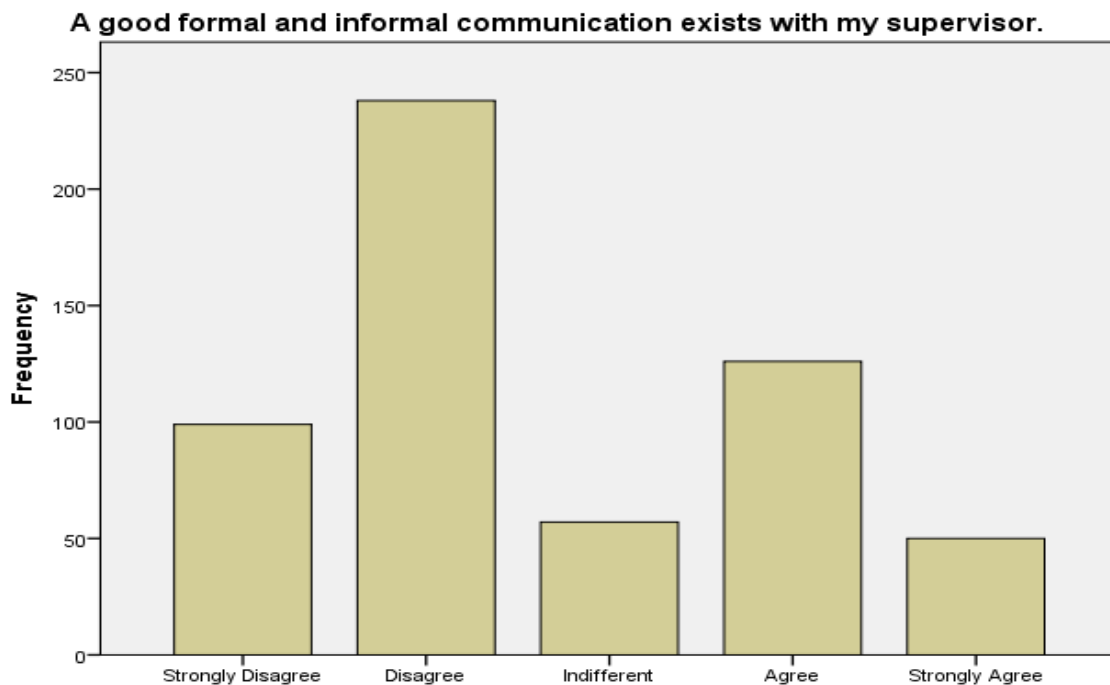


Exhibit: 6

Performance appraisal is conducted by supervisors					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	148	26.0	26.0	26.0
	Disagree	218	38.2	38.2	64.2
	Indifferent	11	1.9	1.9	66.1
	Agree	111	19.5	19.5	85.6
	Strongly Agree	82	14.4	14.4	100.0
	Total	570	100.0	100.0	

In today's scenario, it is crucial to conduct performance appraisal of employees on regular basis. It will help in improving the performance of the employees. However, in the sampled organizations this very important aspect has been neglected as a huge percentage (64.2) of respondents has out rightly rejected the statement that their supervisor does not conducts regular performance appraisal. It is also important to note that nearly 35 percent of the respondents have accepted the above statement. So, it may be inferred that five star and five star hotels are taking this practice seriously whereas, small hotels do not follow this practice.

Bar Diagram: 6

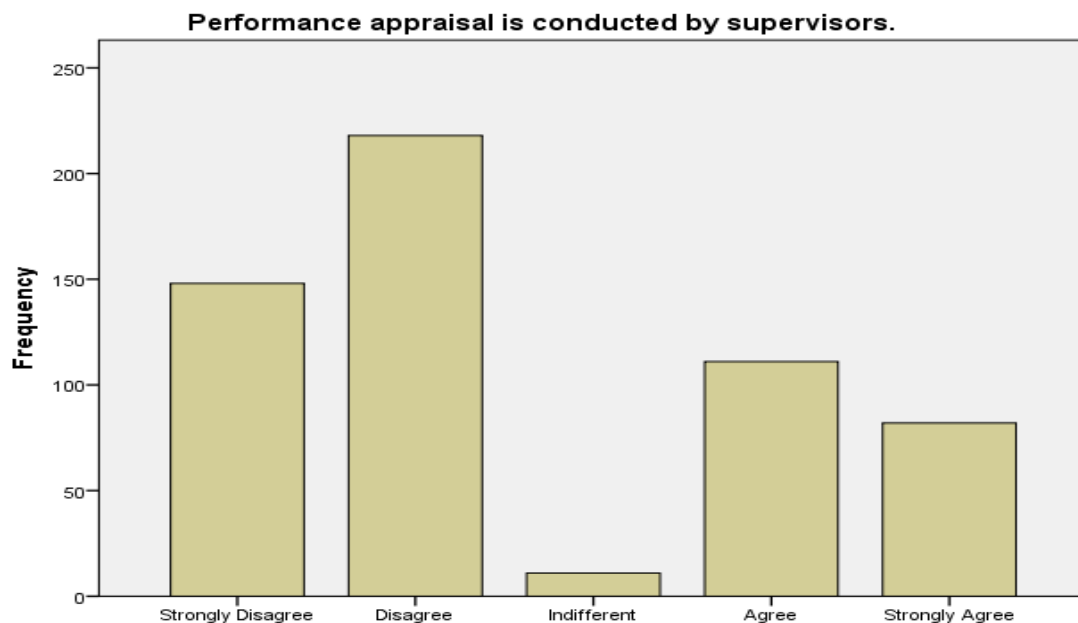


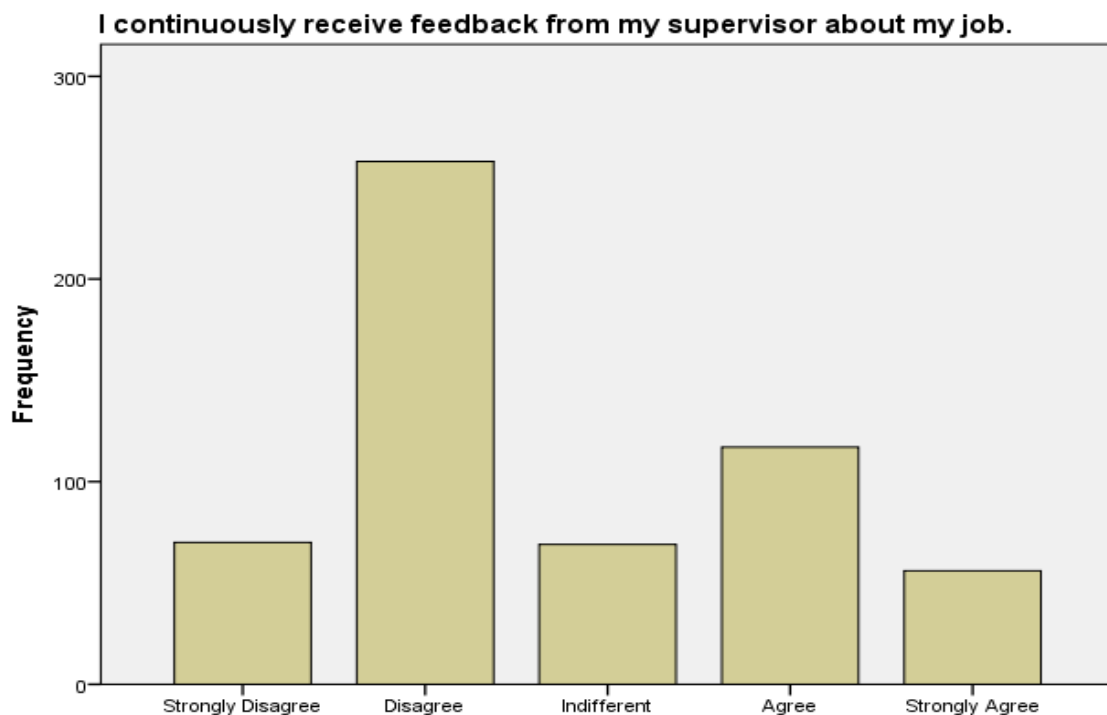
Exhibit: 7

I continuously receive feedback from my supervisor about my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	70	12.3	12.3	12.3
	Disagree	258	45.3	45.3	57.5
	Indifferent	69	12.1	12.1	69.6
	Agree	117	20.5	20.5	90.2
	Strongly Agree	56	9.8	9.8	100.0
	Total	570	100.0	100.0	

Continuous feedback is a key component for work improvement. It will increase employees work efficiency and motivation level as well. But in the sampled organizations employees are not getting it on time. Exhibit 7 clearly indicates that 58 percent of the employees are not satisfied with this. Only 30 percent of the employees have shown their satisfaction in this regard whereas 12 percent of the employees were of no opinion.

Bar Diagram: 7



Conclusion

The supervisor-subordinate relationship is of paramount importance within any organization. This dynamic connection directly influences employee morale, job satisfaction, and overall performance. A positive relationship fosters effective communication, provides opportunities for skill development, and aids in conflict resolution. In industries like hospitality, where guest satisfaction is pivotal, a strong supervisor-subordinate relationship contributes to exceptional customer service. Additionally, this relationship impacts retention rates, organizational culture, and innovation, making it an indispensable cornerstone of a successful workplace.

It has been observed from the current study that nearly 60 percent of the employees are found unhappy with the supervisor-subordinate relationship. As per the responses, it is clearly evident as far as supervisors- subordinates healthy relationship, involvement of subordinates in decision making, subordinates feeling, regularly performance appraisal by supervisor, formal and informal communication, timely help and continuous feedback are concerned, the supervisor do not support them. Hence, it is suggested that the top management should take initiatives so as to make a good and healthy relationship between supervisors and subordinates which would further play a great role in establishing a bond with the guests.

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