

# Team Work and Its Effect on Employees Job Satisfaction and Performance

## Evidence from Hotels in Eastern India

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**Abstract** ---- In coming years human capital shall play a significant role in running a successful organization. Based on a combination of literature review and Questionnaire surveys, this study explores the effectiveness of Team work to increase Job satisfaction and performance of employees in selected hotels at Durgapur, West Bengal. The link between Team work and job satisfaction was investigated in a sample of 43 employees from three hotels at Durgapur and it was found that there is a positive and significant link. From the findings of this study it is also inferred that the different category of employees in Hotels have significantly different level of Team work and Job satisfaction. The results of this work clearly establish the correlation that exists between the chosen attributes and establishes the hypothesis tested for this study which mentions that higher and better teamwork would lead to increase Job satisfaction and high would result in higher employee's performance. This work would help HR managers of hotels to plan for further activities and strategies to improve team spirit amongst the hotel employees and help employees bond with each other.

**Key words**---- Team work, Job satisfaction, performance

### I. INTRODUCTION

**T**eam Work: The word team usually refers to a small group in which the members have a common purpose, interdependent roles and complementary skills. Teams are playing an increasingly central role in business as companies seek to "flatten" their structures and drive needed changes in their business processes and organizational culture. Effective teams also facilitate companies to let loose more creativity throughout their workforce than they would if they relied on "distinct masterminds" to come up with brighter ideas and solutions than individuals can. Teamwork requires a profound understanding of group dynamics and the approaches in which a team's unique "personality" comes out as the members accumulate a history of working together.

**Employee Performance:** The success of an Organisation mostly depends on the employees' performance. Any organization takes the success path if the employees are motivated and committed towards the organizational goal.

The performance measurement system helps in improving organization association to achieve goals and objectives at an effective manner. (Ittner and Larcker, 1998) The strategic planning based upon development of goals and objectives help organization to focus non-financial or intangible assets. The quality, performance and services linked with customers have financial nature (Kaplan and Norton, 2001).

The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula, 2006). Competitive capacity of organization can be increased by building strong people and effectively managing and developing people (Cabrera & Banache, 1999) which is in essence performance management.

**Hospitality Industry & Hotels:** The theme of the Hospitality Industries is "**Ahithi Deva Bhavo**". Government of India is also much concerned about the development of Hospitality Industries that contributes a lot towards the economical development of India. . The hotel Industry in India have been chosen for some reasons. The hotel industry like other service industries are people oriented industry. The importance of satisfying Customers and its association with Quality is well established. :

The scope and importance of the tourism and hospitality industry in India has witnessed dramatic growth over the last 10-15 years. Apart from that the Hospitality industry is an enormous sector and is recognized as one of the World's largest employers of people. A joint study done by World Travel & Tourism Council (WTTC) and Tourism Satellite Accounting (TSA) estimated that in 2004, Travel & Tourism

industry created 215 million jobs worldwide (8.1% of the global work force).

At present, there is very little empirical literature on Team work within the context of the Hotels .. Hotel Industry is considered to be one of the major contributors to the global economy. Thus this research is aimed to examine the Team Work, and its effect on Employees job satisfaction and performance.

## II. OBJECTIVES OF THE STUDY

This research is aimed at examining how Team work influencing employee's Job satisfaction and performance. This literature and sample data based research will offer insight into the co relation between Team work and Employee performance. This will help Human Resource Managers to plan and adopt appropriate methods to motivate employees and get the best results in terms of performance

## III. REVIEW OF LITERATURE

A high performance workplace focuses on increasing people's influence on the business as well as the impact of processes, methods, the physical environment and technology and tools that enhance their work (Ahadzie et al., 2008). A high performance workplace invests in its human resources and supports their technical and innovation skills. In the case of the construction industry, the project teams form the focus of working life in the industry.

According to Raiden and Dainty (2006), the changing requirements of construction activities necessitate the companies to form different teams each time a new project is undertaken. "Therefore, any policies and practices that are applied by the companies in order to improve teamwork activities can have effects on the performance of their projects (Tabassi et al., 2011)."

For some, the topic of teamwork in organizations is of only peripheral concern. However, it is worth noting Blanchard's (1988) comments: "most managers spend no less than 50% and possibly as much as 90% of their working time in some type of teamwork activity. Teams are the backbone of organizations. They can produce more and better solutions to problems than individuals can".

Many claims have been made in recent years by scholars, management consultants, and journalists about the positive benefits of work teams for organizations. More specifically, teams are said to contribute to better outcomes for business organizations due to improved performance of employees (Applebaum & Batt, 1994), productivity (Glassop, 2002; Hamilton, Nickerson, & Owan, 2003) or organizational

responsiveness and flexibility (Friedman & Casner-Lotto, 2002).

The degree of an achievement to which an employee's fulfill the organizational mission at workplace is called performance (Cascio, 2006). Performance has been perceived differently by various researchers, but most of the scholars relate performance with measurement of transactional efficiency and effectiveness towards organizational goals (Stannack, 1996; Barne, 1991).

The assertion that teams can have a positive, albeit modest, impact on firms finds research support across a wide range of studies conducted in a wide range of work settings (Antoni,1991; Cappelli, Bassi, Katz, Knoke, Ostermann, & Useem, 1997; Guzzo & Dickson, 1996). However, a number of scholars insist that the evidence for a team-firm productivity link remains inconclusive (Banker, Field, Schroeder and Sinha, 1996; Batt & Applebaum, 1995; Berg, Applebaum, Bailey & Kalleberg, 1996; Stewart, et al., 2000).

Linkages are especially tenuous under conditions of .lean production,. where teams have very little autonomy and must meet rigorous schedules, or in settings where labor-management relations have been conflictual for a substantial period of time (Barker, 1993; Hunter, 2002; Knights & McCabe, 2000; Parker, 2003; Pruljt, 2003). At best, then, it appears that teams have the potential for enhancing performance and worker attitudes, but not all implementations have had the positive results anticipated by researchers or practitioners.

These benefits are often attributed to the positive impact of teams on employee attitudes such as morale and job satisfaction (Cordery, Mueller, & Smith, 1991; Dumaine, 1990; Goodman, Davadas, & Hughson, 1988; Hackman, 1987; Lewis, 1990; Stewart, Manz, & Sims, 2000), as well as commitment to the organization (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; Osburn, Moran, Musselwhite, & Zenger, 1990; Wellins, Byham, & Wilson, 1991).

The job of an employee is build up by degree of achievement of a particular target or mission that defines boundaries of performance (Cascio, 2006). Certain researchers have identified different thought, attitudes and beliefs of performance as it helps in measurement of input and output efficiency measures that lead to transactional association. (Stannack, 1996)

The capability of an organization to establish perfect relationship with resources presents effective and efficient management of resources. (Daft, 2000) In order to achieve goals and objectives of organization strategies have been designed based upon organizational performance. (Richardo, 2001) The equity based upon high returns helps in effective

management of organization resources so that performance improves.(Ricardo, 2001)

IV. METHODOLOGY

The method adopted for this study is empirical in nature. A questionnaire was designed keeping in mind the various parameters of Team work that could be considered for promoting employee’s job satisfaction and performance . The same was administered to a test group of employees to access whether the selected parameters were in line with the mindset of the current generation. The questionnaire was further revised and framed to meet the various issues identified in the test study. The revised questionnaire was administered to employees of three hotels of Durgapur. For this study about 15% of the employees from each hotel were selected at random and their responses recorded. Employees were demographically categorized into three categories in accordance to their level of responsibility. The data collected was analyzed using basic mathematical calculations and the same was ratified and validated by use of SPSS.

also indicate the lack of teams, low levels of satisfaction and organizational commitment. Hotel Y and Hotel Z fare better in all categories. Hotel Y scores highest in terms of all parameters and one can infer that the commitment of employees of Hotel Y is the highest

**Table: 1.** Maximum and Minimum score in Team Wok, Job Satisfaction & Performance

.H ote l	Tota l Resp onde nt	M ax Sc ore	Mi n Sc ore	T W S	TW %	Sa tis. %	Sati s%	O C S	OC %
X	08	16 0	- 16 0	5	1.56 25	0	0	0	0
Y	20	40 0	- 40 0	18 6	23.2 5	19 0	23. 75	20 0	25
Z	15	30 0	- 30 0	10 9	18.1 666 7	10 9	18. 166 7	11 5	19.1 666 7
N	43								

V. DATA ANALYSIS

A questionnaire with 30 questions, 10 each on Team work, Job Satisfaction and Organizational Commitment was administered to 43 employees from three of the popular hotels of Durgapur. The questions were in multiple response style with an option of high score of 2 and a low score of -2 for each question. Zero being a neutral response. The responses were recorded and initially cleansed. Further basic analysis was done using MS office. The results are shown in Table: 1 . Hotel X scores very low in each category and the percentages

A hypothesis that could be drawn is that more the team spirit and bonding, the better will be the job satisfaction and Performance.. The entire dataset was further analyzed vie SPSS to study if there was any correlation between the chosen attributes. The results are indicated below. An average of the responses was used and the correlations of each category were studied in comparison with other two as bivariate. The results clearly indicate a high correlation between the chosen parameters and verify the mathematical conclusion drawn.

a. Team work (TW) and Job Satisfaction (S) with Performance (P) for Hotel: X

Correlations

		SumTWS_of X	Avg_P of Hotel X
SumTWS of Hotel X	Pearson Correlation	1	.806*
	Sig. (2-tailed)		.016
	N	8	8
Avg_P of Hotel X	Pearson Correlation	.806*	1
	Sig. (2-tailed)	.016	
	N	8	8

\*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		SumTWS of Y	Avg_P of Hotel Y
SumTWS of Hotel Y	Pearson Correlation	1	.287
	Sig. (2-tailed)		.219
	N	20	20
Avg_P of Hotel Y	Pearson Correlation	.287	1
	Sig. (2-tailed)	.219	
	N	20	20

Correlations

		SumTWS of Z	Avg_P of Hotel Z
SumTWS of Hotel Z	Pearson Correlation	1	.779**
	Sig. (2-tailed)		.001
	N	15	15
Avg_P of Hotel Z	Pearson Correlation	.779**	1
	Sig. (2-tailed)	.001	
	N	15	15

\*\* . Correlation is significant at the 0.01 level (2-tailed).

b. Team work (TW) and Performance (P)

Correlations

		Avg_TW of X	Avg_P of Hotel X
Avg_TW of Hotel X	Pearson Correlation	1	.920**
	Sig. (2-tailed)		.001
	N	8	8
Avg_P of Hotel X	Pearson Correlation	.920**	1
	Sig. (2-tailed)	.001	
	N	8	8

\*\* . Correlation is significant at the 0.01 level (2-tailed)

Correlations

		Avg_TW of Y	Avg_P of Hotel Y
Avg_TW of Hotel Y	Pearson Correlation	1	.337
	Sig. (2-tailed)		.146
	N	20	20
Avg_P of Hotel Y	Pearson Correlation	.337	1
	Sig. (2-tailed)	.146	
	N	20	20

Correlations

		Avg_TWZ	Avg_P of Hotel Z
Avg_TW of Hotel Z	Pearson Correlation	1	.711**
	Sig. (2-tailed)		.003
	N	15	15
Avg_P of Hotel Z	Pearson Correlation	.711**	1
	Sig. (2-tailed)	.003	
	N	15	15

c. Satisfaction (S) with Performance (P)

Correlations

		Avg_S for X	Avg_P for Hotel X
Avg_S for Hotel X	Pearson Correlation	1	.435
	Sig. (2-tailed)		.281
	N	8	8
Avg_P for Hotel X	Pearson Correlation	.435	1
	Sig. (2-tailed)	.281	
	N	8	8

Correlations

		Avg_SY	Avg_P for Hotel Y
Avg_S of Hotel Y	Pearson Correlation	1	.119
	Sig. (2-tailed)		.618
	N	20	20
Avg_P for Hotel Y	Pearson Correlation	.119	1
	Sig. (2-tailed)	.618	
	N	20	20

Correlations

		Avg_S for Z	Avg_P for Hotel Z
Avg_S for Hotel Z	Pearson Correlation	1	.660**
	Sig. (2-tailed)		.007
	N	15	15
Avg_P for Hotel Z	Pearson Correlation	.660**	1
	Sig. (2-tailed)	.007	
	N	15	15

\*\* . Correlation is significant at the 0.01 level (2-tailed).

d. Team work ( TW) with Satisfaction (S)

Correlations

		Avg_TW X	Avg_S X
Avg TW for Hotel X	Pearson Correlation	1	.663
	Sig. (2-tailed)		.073
	N	8	8
Avg_S for Hotel X	Pearson Correlation	.663	1
	Sig. (2-tailed)	.073	
	N	8	8

Correlations

		Avg_TW for Y	Avg_S for Hotel Y
AvgTW for Hotel Y	Pearson Correlation	1	.387
	Sig. (2-tailed)		.092
	N	20	20
Avg_S of Hotel Y	Pearson Correlation	.387	1
	Sig. (2-tailed)	.092	
	N	20	20

Correlations

		Avg_TW of Z	Avg_S of Hotel Z
Avg_TW for Hotel Z	Pearson Correlation	1	.555*
	Sig. (2-tailed)		.032
	N	15	15
Avg_S for Hotel Z	Pearson Correlation	.555*	1
	Sig. (2-tailed)	.032	
	N	15	15

. Correlation is significant at the 0.05 level (2-tailed). From the above figures it is evident that there is a high correlation between the considered parameters.

RESULTS AND INFERENCES

SPSS correlation analysis clearly shows high correlation between the chosen attributes. Employee category made in clear and significant difference in the response pattern and scores in all three hotels (Hotel: X,Y &Z) . Hotel Y fares the best in all categories while Hotel Z is close behind. Hotel X cuts a sorry picture in all categories. Management employees are more in agreement with the questions but down the line staff is not. The difference is clearly evident and marked in case of Hotel X, with slightly better results in Z and Y.

In the contractual category all three hotels score badly. In the supervisory segment the scores are well below expectations and indicate low satisfaction levels overall. The attrition rate of each hotel would make an interesting comparison and hypothetically Hotel X should have the highest rate amongst the three hotels considered. The hypothesis that all three attributes are closely related is verified by the statistical analysis.

CONCLUSION AND RECOMMENDATIONS

Low levels of Team work and Satisfaction would result in attrition and hence all hotels must develop strategies to improve bonding between employees. High correlation between Team work and Job satisfaction and also with performance clearly indicates the importance of the attributes to the success of an organization.As the overall scores in all hotels are not good it indicates the restlessness of

employees in the region and also the lack of opportunities available.

The senior employees seem better bonded and satisfied, which may not actually be a correct and good picture. As most of the work is done by junior employees their levels of commitment has a more direct bearing on the profitability of the business.

Hotel HR managers must realize that what they may not be able to provide in terms of compensation and incentives they may neutralize the effect of the same by building well bonded teams and improve levels of Job satisfaction. They must plan and invest in the employees and promote a healthy spirit that would increase satisfaction and commitment.

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