

Organizational Change and Employee Job Satisfaction in Tourism Sector

Dr. Ashutosh Singh, Assistant Professor, GLA University Mathura
Email: assingh86@gmail.com, Contact No: +91 7417589115
Dr. Ajay Singh, Professor, IILM Business School, Greater Noida
Email: ajayks10@gmail.com, Contact No: +91 9837777719

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Abstract

Change is a term that can bring too much fear to someone, while others welcome it to the expectation that things will become more better. Not accepting change may put organizations and individuals in becoming redundant which may endanger their future. Today change is the most constant phenomenon. Change in the context of all kinds of the environment is happening continuously. Today, the business environment has become a complex integration of various factors ranging from economy to demographic; social to the environment; technology to new business models, etc. Such forces have a great impact on the functioning of the organizations. Corporate restructuring, economic climate, downsizing the workforces are leading towards bringing changes in the organizational setup.

This entire situation makes management of organizational change an important part of management roles. A manager, who is in charge of change management, should understand what are the different types of stress associated with the change process and they should try to reduce these stress among employees.

The efficacy of employees' performance in the tourism industry depends importantly on the perceived job satisfaction that they get from the services. In the last ten years, the Tourism industry has gone through extensive changes, Transformation, consolidation, outsourcing, etc. With the emergence of new technologies and Artificial Intelligence, the question still stands: "How such a change would be successfully adopted by the tourism industry? Thus making this the most promising topic for researchers to study. This research is based on Primary research conducted on the employees belonging to the tourism industry of the Delhi-National Capital Region (NCR). The study shows that the impact of organizational change on job satisfaction of employees is significant.

Keywords: Organizational Change, Job Satisfaction, Tourism Industry.

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I. Organizational Change and Job Satisfaction

Managing processes of organizational change effectively is a major challenge for organizations as it is vital for the sustainability of any organization. But, at the same time, it should also be understood that change should not be implemented for the sake of implementing it. Any change process should have a rationale behind it. Key issues need to be identified and managed for the effective implementation of the change process, knowing its influence on the relationship between employees and the company is an

important issue Self, (D. R., & Schraeder, M., 2009).

Change in work practices, job redesign, growth of departments, organizational restructuring, and downsizing, etc may form organizational reform. According to Rafferty, A. E., & Simons, R. H. (2006), organizational adjustments during the change process results in increased ambiguity. According to Chawla, A., & Kelloway, E. K. (2004), past experience plays an important role in the feeling of job satisfaction. As far as job characteristics are concerned, organizational downsizing results in increased levels of workload

when fewer employees have to do the same work. The same amount of decision latitude would increase the level of job satisfaction with the workload. Organizational development (which results in increasing numbers of employees) typically leads to lower rates of job satisfaction. Organizational development also leads to many other (organizational) changes in, such as improvements in the leadership style, organizational structure, and employee attitudes that have a negative impact on job satisfaction (Oreg, S.,2006). This reality may contribute to the generation of important measures of organizational behavior, such as organizational engagement and job satisfaction.

According to Goris, J. R. (2007), a positive and meaningful relationship should exist between the importance of organizational change and job satisfaction.

According to Lester, S. W., & Kickul, J. (2001), the changing nature of the recent business environment has a significant impact on employment relationship expectations, promises, and obligations. Chawla, A., & Kelloway, E. K. (2004), suggests that these expectations of employees can also be fulfilled by properly implementing organizational change. This is also true that such changes may also bring some negative feelings among the employees.

II. Objective of Research

Based on the literature review, this study has the following objectives pertaining to the tourism industry:

- To assess the impact of organizational change on employees' job satisfaction.
- To identify the factors contributing to organizational change
- To identify the factors important in the process of change management
- To identify the impact of change management on job satisfaction

III. Hypothesis

To achieve various objectives, the following hypothesis has been developed which will be tested during the data analysis:

H01-Organizational change has a greater impact on workers' job satisfaction

IV. Research Methodology

The present study is descriptive in nature and a self-administered questionnaire has been used for data collection. The sample size of the survey was 132 (95 males and 37 female) employees of tourism companies of Delhi & National capital Region (NCR). A simple random sampling method was used for sampling purposes. Out of 132 respondents, 50 were junior-level staff, 20 were senior-level staff and 62 were the middle-level staff. In addition, the range of employees age was from 17 to 46. The minimum work experience of the employees with the tourism sector is at least one year.

The questionnaire contains two sections - one includes a demographic profile of employees like age, occupation, marital status, designation, etc and other include statements related to the level of employees' job satisfaction. Statements/ items based on the Likert scale have been used while designing the questionnaire.

Questionnaires were distributed to the employees of the tourism companies of NCR for the purpose of data collection. The reliability of the questionnaire was checked by calculating Cronbach's Coefficients. The value of Cronbach's alpha is found to be 0.81 showing high internal consistency and reliability. data has been analyzed with the help of statistical software.

V. Data Analysis

The study was focussed to investigate the impact of change management on employees' job satisfaction. Regression analysis was applied to build a model among the independent and dependent variables to explain the behavioral relationship. Table 1, Table 2, Table 3 and Table 4 produce the following results.

Table1: Correlation

Factors of Change Management	Job Satisfaction of Employees	
	Pearson correlation Coefficient	Statistical Significance
Employee job security	0.357	0.000
Communication effectiveness	0.481	0.000
Employees Training	0.297	0.000
Employee Involvement	0.289	0.000
Organizational Support	0.367	0.000
Effective Leadership	0.388	0.000

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806	.650	.641	4.602

a. Sector = Tourism

b. Predictors: (Constant), Employee job security, Communication effectiveness, Employees Training, Employee Involvement, Organizational Support and Effective Leadership.

c. Dependent Variable: Job Satisfaction

Table 3 : ANOVA

Model		Sum of Squares	Df	Mean Square	F	Si g.
1	Regression	9358.238	6	1549.873	92.540	.000
	Residual	5018.724	217	21.113		
	Total	14278.962	223			

a. Sector = Tourism

b. Predictors: (Constant), Employee job security, Communication effectiveness, Employees Training, Employee Involvement, Organizational Support and Effective Leadership.

c. Dependent Variable: Job Satisfaction

Table 4 : Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Si g.
	B	Std. Error			
1 (Constant)	2.550	1.161		2.000	.002
Employee job security	.606	.131	.132	3.872	.000
Communication Effectiveness	.823	.203	.125	2.072	.040
Employees Training	.957	.153	.262	3.282	.003
Employee Involvement	.109	.101	.317	4.890	.000
Organizational Support	.462	.151	.471	4.145	.000
Effective Leadership	.223	.112	.286	3.967	.003

a. Sector = Tourism

b. Dependent Variable: Job Satisfaction

The elements of independent variables are the factors influence Job Satisfaction

This can be determined by the following equation method as below:-

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

$$Y = \text{Job Satisfaction}$$

a = constant

X1 = Employee job security

X2 = Communication effectiveness

X3 = Employees Training

X4 = Employee Involvement

X5 = Organizational Support

X6= Effective Leadership

b = regression of coefficient of Xi,

i= 1, 2, 3, 4, 5, 6

e = an error term, normally distributed of mean 0 (usually e is assumed to be 0)

$$Y \text{ (Job Satisfaction)} = 2.55X1 + 0.606X2 + 0.823X3 + 0.957X4 + 0.109X5 + 0.462X6 + 0.223X7$$

The regression equation very well illustrates the effect and relationship of independent variables on the dependent variable. Independent variables under the study are Employee job security, Communication effectiveness, Employees Training, Employee Involvement, Organization support, and Effective Leadership and the dependent variable is Job Satisfaction. Values of correlation 'R' - 0.806 and coefficient of determination is 0.650 (with adjusted R² - .0641) in the above table suggest that six independent variables are significantly correlated with the dependent variable. Findings suggest that the constructed regression line explains 65.50% of the total variation in Job Satisfaction; while 34.5 % of the total variation is not accounted for by the regression equation.

F value of 92.540 (p = 0.00) in the ANOVA table is significant at .05 significance level. Results suggest that six independent variables have a different influence on Job satisfaction. Value of t = 3.872 (p=0.000) is significant at a significance level of 5% and predict that employee job security have positive and significant influence (b1= 0.606) on Job satisfaction. Thus an increase in one unit in the variable employee job security will lead to a positive increase in Job satisfaction by 0.606 units. The variable Communication effectiveness predicts that one unit increase in this variable will lead to a significantly positive increase in Job satisfaction by 0.823 units (t=2.072, p=0.004, b2= 0.823). Data shows that the factor Employees Training has a significant influence on employees' behavior but this influence has a positive influence. This indicates that every one unit

increase in Employees Training will result in an increase in Job satisfaction by 0.957, (t= 3.282, p= 0.003, b4= 0.957 at significance level 5%). A positive significant influence on Job satisfaction has also been observed for the variable Employee engagement. Result is significant at 5% significance level (t=4.890, p=0.000, b5=0.109). Every one-unit increase in Employee involvement will have a positive incremental effect by 0.109 on Job satisfaction. In the same way, Organization support also has a positive influence on Job satisfaction. Results (t= 4.145, p= 0.000, b6= 0.462) shows statistically significant influence on 5% significance level. For every unit increase in Organization support will have a positive incremental change in employee Job satisfaction by 0.462. At last, Effective leadership is also having positive impact on Job satisfaction (t= 3.967, p= .003, b6= 0.223).

From the above result, it is clear that higher beta value (b= 0.471) is of Organizational Support in comparison to employees involvement (b= 0.317), effective leadership (b= 0.286), employees training (b= 0.262), employee job security (b= 0.132), and communication effectiveness (b= 0.125). Thus, in a summarised glance, organizational support has the strongest impact on Job satisfaction in comparison to 'employee job security', 'communication effectiveness', 'employee training', 'employee involvement' and 'effective leadership' have a vital part of 'job satisfaction'.

VI. Descriptive Analysis

The following part of the questionnaire has been explained here to know more insights about the employee's feelings once they have gone through the process of change. The following statements are shown with their mean value and standard deviation.

Table 1.5: Descriptive Statistics

ITEMS	Mean	Standard Deviation
I feel honored to be the part of the organization as a result of change	4.33	0.898

After change I am satisfied with my job	4.12	.842
After change I feel secured and comfortable with my job	4.32	.924
As a result of change there is ample opportunity for career development	4.16	.908
As a result of change, my job role is correctly aligned with my skill and knowledge	3.21	.375

Source: analysis of collected data

The table shows that after the implementation of change, employees feel proud to be part of the organization (Mean = 4.33, SD = 0.898). It also reveals that employees are very much satisfied with their jobs (Mean= 4.12 SD= 0.842). Further statistics suggest that once employees have survived the process of change, they feel lots secured with respect to their job prospects in the company (Mean = 4.32, SD = 0.924). In addition to this employees do agree that after the change they are having better career advancement and development opportunities. On the other hand, one interesting finding was that employees were not sure and certain about their job roles whether that will match with skills and knowledge they are having (mean=3.21 SD=0.375). The reasons behind this are due to changes in the workplace structure and change in technology, employees are not sure how their skill aligning their job roles.

Conclusion

The study aims to explore to determine the impact of the change process on employees' job satisfaction in the tourism industry. Results draw a conclusion with respect to the effect of change management on employees and their job satisfaction. results are significant on all the different variables. Finding suggests significant relationships. The only doubt which employees have shown is regarding the matching of skills and knowledge that they possess with the new roles and responsibilities that new organizational design hand over to them. Overall there is a positive

impact on job satisfaction if change management is implemented properly.

Thus, it can be concluded that if there is proper communication between the employees and management when the process of change is happening, it will have a positive impact on the morale of the employees and they will easily adapt to the process of the change. It is also found that there are cases of lack of trust after the change is implemented, which management needs to overcome with the help of counseling and communication.

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