

IMPACT ANALYSES OF RECREATIONAL ACTIVITIES ON THE JOB SATISFACTION OF EMPLOYEES ENGAGED IN HOTEL INDUSTRY

Purvi Saini

Research Scholar, IHTM, MDU Rohtak.
purvisaini7@gmail.com

ABSTRACT

Background: *The hotel industry is known for its long working hours, odd hours such as late nights and very early morning reporting is very common. Many of them have some particular problems pertaining to a better maintenance of a work-life balance. Recreational programs are certain long-term activities that are conducted in an organization which are conducted to enhance the working and setup of individual behavior and organizational practice which helps in making certain situation required in improving or maintaining employee physiological, social and mental well-being. Whereas job satisfaction is the measurement of employee's self-motivation and the contentedness with the job. An organization with non-stimulating and on-thriving workplace cannot attract the qualified and brightest of the bright candidates.*

Objective: *The following research is conducted to help the organization in realizing the importance of recreational employee engagement activities and their impact on job satisfaction from employee point of view. Methodology:* *This is an empirical research and it throws light on impact of recreational activities on the satisfaction level of employees working in the hotel industry. The target population include the employees working in the hotel industry at various grades across Delhi and NCR region. Data collection is done via questionnaires and previously available researches, internet etc. Results:* *Out of 140 respondents 97 believes that recreational activities provide good platform for self-development. Percentage of respondents agreeing with the fact that activities are effective towards physical and psychological wellbeing of employees were 73% 48% of the respondents agrees that such activities are a part of rewards and benefit scheme. All the stress element go away and they can better focus on their work. Conclusion:* *As a result of survey done; it came into notice that majority of respondents believe that recreational activities conducted within the organization creates major impact on their working environment.*

Key Words: *Employee Satisfaction, Recreational Activities, Work Life Balance, Employee Engagement.*

INTRODUCTION

Work is the most important part of life. People devote 70% of their awoken time at work therefore it is important the employees are satisfied at their workplace, if not, that might have serious consequences. Job satisfaction is defined as one's feeling of content on job that however leads to motivation at work. The utmost concern of human resource department is to find ways to ensure the satisfaction of their employees (Shiyani, 2018) According to a literature, the hotel industry is one of the biggest consumers facing industry with employee turnover is quite high with the rate of 73.8%. Thus, constant move of employees from one organization to another makes difficult to meet the expectations of the consumers (Erica, 2019). An investigation directed by an industry chamber situated in New Delhi uncovers that the attrition rate in hospitality business in India is set to twofold to almost 50 percent by 2010, up from the prior 25 percent developing at a disturbing pace of 10 percent for every annum (Roy, 2010). Employee satisfaction plays an important role in employee motivation.

The employees are often forced to do work which is repetitive in nature in hotel industry. This often leads to monotony and pressure the productivity level is increased only if the employees putting their inputs are happy and satisfied with their workplace. Many of the renowned companies such as Google and Southern Airlines have simply assumed that more a happy and fun workplace, the better (In, 2010).

According to a scientific literature by Mokaya, recreational activities are means of strengthening bond between the various employees irrespective of their levels. On proper planning and management of recreational activities, the employee's commitment level towards the organization level also increases. Also, it plays an important role to enhance leadership skills and communication skills of an employee leading to better performance and satisfaction. Upon meeting the recreation facility requirement of employees, the organization meets physical and psychological needs of employees which ultimately lead to increase in productivity and satisfaction of employees. This leads to reduction in sick leaves, medical costs and absenteeism (Mokaya, 2012). Also keeping other perspective in mind there are numerous professionals and researchers who strongly believe that there is no positive impact of recreational activities conducted in the organization on employee's satisfaction. According to them, it merely leads to wastage of time, money and efforts. On the contrary, SHRM reports states that companies that do not encourage or endorse these recreational activities at workplace have higher incidence rate. Also, out of all the given time people spent at work, the employees look for more than just a paycheck (Gurchiek, 2012).

Why organizations are adding fun element to work? Tons of work leads to stress and have a considerable impact on efficiency of an organization where the person is employed with. As

this weight increment, so does the requirement for discharge. Attempts have been made by several companies to combat these situations which are caused due to lack of work life balance (Chandrashekar, 2016). In order to keep a check, many new companies have made efforts to infuse recreation activities for their employees to keep them satisfied with their job. Hence by creating an environment which is stress free (Akmal, 2012).

COMBINATION OF WORK AND PLAY

The new age startups have introduced some initiatives to make their employees feel satisfied and comfortable with their job. This includes different sports games (indoor as well as outdoors), poker nights, series of adventure trips like trekking or cycling, movie, special lunch etc. outcome of such recreational activities leads to breakage of barriers between employer and the employee. Apart from this, engaging employees in recreational activities also leads to gaining their trust which leads to long term commitment (Byrnes, 2014).

According to a finding done by Jain (2012) on work environment, it has been observed that 71% of employees are very much satisfied with their organizations due to addition of recreational activities at workplace whereas the percentage of employees who are dissatisfied are only 15%. The result of the study reveals that overtime, stress, workload and boredom are few of the major factors that lead to dissatisfaction of job (Gurchiek, 2012). Staff of an organization is the most important asset to maintain a balance between profits and revenue (Bedarkar, 2014). The concept of employee engagement has gained more popularity than ever, in order to maintain a good environment in an organization it is important for HR department to engage their employees in various fun activities to keep them entertained, light minded and stress free. Activities that doesn't concern their job role. The concept recreational and entertainment activities in the workplace gradually introduced and had a successful outcome in the corporate America and it later spread into other regions of the world. This trend started during mid-to-late 1990's and now indoor and outdoor games, contests, competitions, social events and celebrations of special occasions with the objective of engaging the employees as well as for reducing stress and increasing the job satisfaction are gradually becoming common. Over the years, one of the toughest challenges faced by the CEOs, HR and the business leaders of many organizations, has been to ensure that when their employees check in everyday, they not only do it physically but also emotionally and mentally. In short, they need to ensure that their employees are truly engaged and satisfied with their work life. The methodology in this paper is drawn on specifically on three drivers of engagement namely communication, Work Life Balance, Leadership, which have an impact on performance of the employees. The results were all theoretical based, wherein the Communication plays an important role in ensuring employee engagement, Further, they identify poor communication as a barrier to engagement. Engagement

is affected by internal communication. Internal communication is an organizational practice, which effectively conveys the organizational values to all employees and therefore, obtains their support in reaching organizational goals (Shujat, 2011).

A *case study* revealed that involving recreational and entertainment activities in an organization leads to increase in motivation and improvement in health and relationships between various levels and departments of employees. Also, competitive staffing is an added advantage which is another important aspect associated with such activities. Fun-filled activities such as games, picnics, and celebrations of special events help the employees get involved with each other which results in better interpersonal relationships and also lighten up the work environment while making workplace comfortable and a less stressful place. Observing the results of the conducted research indicate that entertainment and recreational activities are very important to employees' satisfaction in an organisation and they believe that they should exist at a workplace. The employees now expect work to be more enjoyable and pleasing (Ameer, 2011).

Recreation at work (RAW) is an important factor. With incredible growth since its establishment in the 1800s, RAW may play a role in providing organizational identification and elasticity. Although those who doubt why organizations provide RAW or what is the need of implementing it, this study provides number of reasons employers may want to begin RAW initiatives. This may lead to job done effectively and efficiently leading to higher productivity and satisfies employees (Lacanienta, 2016).

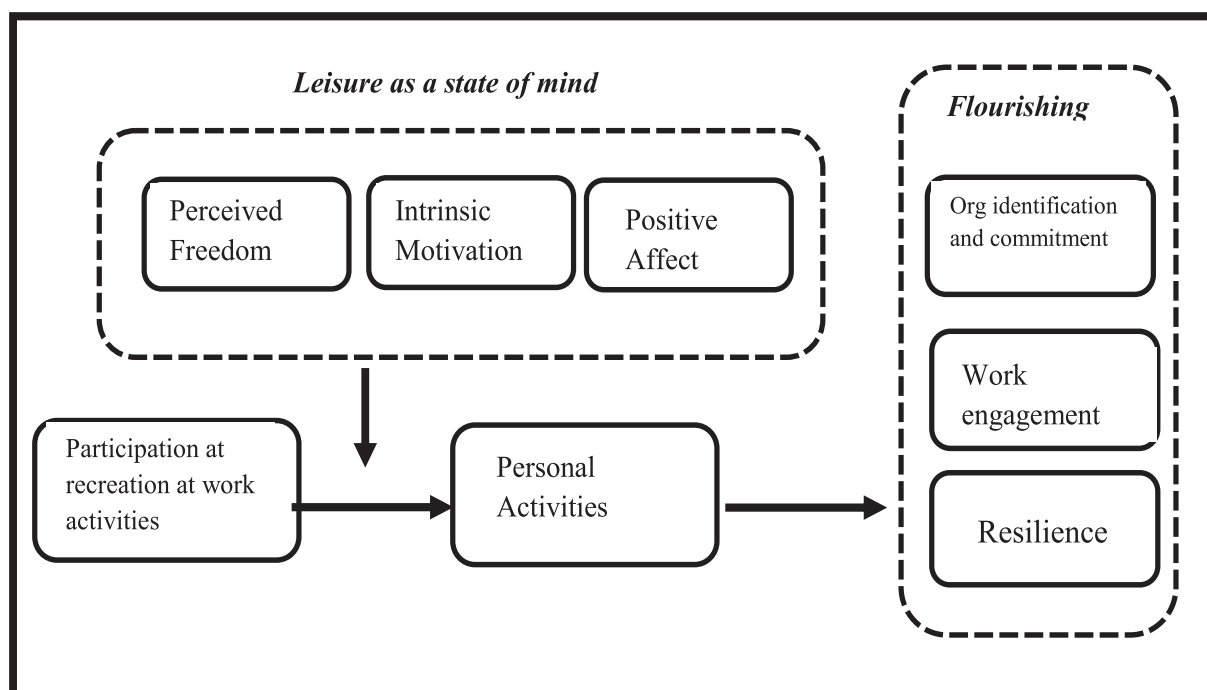


Figure 1: Recreation at work (RAW)

A research was done to analyze the relationship between the working conditions and the satisfaction of employees. Interpretation and Analysis of the data lead to a conclusion that fatigue, overtime, workload, boredom, stress are few of the many factors that leads to increase job dissatisfaction. Whereas good working condition, refreshment & recreation facility, health & safety facility, fun at workplace increase the degree of job satisfaction. Effective human resource management practices will lead to the job satisfaction and effective functioning of an organization which would have a great deal of impact on entire economy. Hence, for the success of organization it is vital to accomplish HRM successfully and maintain healthy work environment which will satisfy the employees (Salunkhe, 2015).

The main motive of such recreational activities is creating a friendly bond where employees feel support of each other and deliberately making their organization and are of work a place where they are spending their time happily. In particular, *Ferguson, MD of Future space* said it is very important that the employees whenever they come to work, they should come as whole, they should bring themselves fully (Hilton, 2016).

In order to carry out research the following objections were planned:

- To determine the impact of recreational activities on employee satisfaction.
- To establish relationship between the employee satisfaction and work culture.

METHODOLOGY

The study adopted empirical design in examining level of satisfaction of employees due to recreational activities conducted in the hotel. Quantitative approaches of data collection was adopted. The Primary Data is collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet. Most recent research studies available on Google Scholar, articles and various research conference proceedings have been selected for the purpose of review.

The target population of the study included employees engaged in hotel industry in the regions of Delhi and Delhi NCR from core departments: Food and Beverage, Front Office, Kitchen, Housekeeping and non-core departments: Finance, Security, Sales and Marketing, Kitchen Stewarding.

Therefore, to conduct the survey, convenience method of sampling is applied, the 5-star hotels which are located in the Delhi and NCR region have been studied due to budget and time constraints. This led to derivation of data at an affordable cost and time. Sample size is 150. A Structured questionnaire in Likert's five point scale is used. Survey questionnaire consist of ten closed-ended questions with predetermined set of responses i.e. Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

Survey questionnaire consist of ten closed-ended questions with predetermined set of responses.

This resulted into a better judgment and survey. The recorded data was presented in bar diagrams for better understanding and portrayal.

RESULTS AND DISCUSSION

In order to complete the survey, questionnaire was prepared keeping in mind the objectives, in total there were 150 respondents. Following are the graphical representation and analyses of the responses.

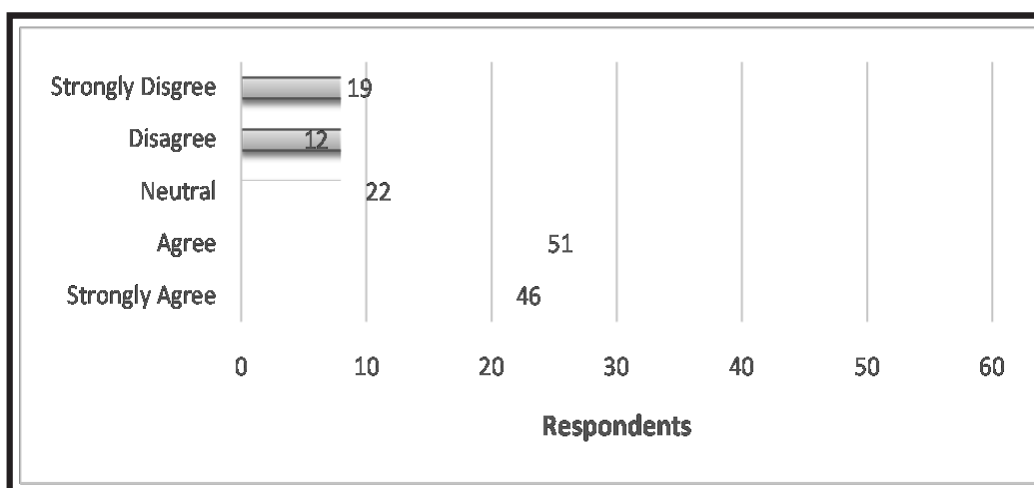


Figure 2: Recreational activities provides good platform for self-development.

So out of 150 respondents, 51 people “agreed”, and 46 people “strongly agreed” that recreational activities conducted by the HR department provide and ample outlet for self-development. Other responses recorded were 12 people disagreed and 19 people strongly disagreed with the statement. Whereas 22 people had a neutral opinion. Hence majority of employees who were surveyed agrees with the fact that these activities provides opportunities for self-development.

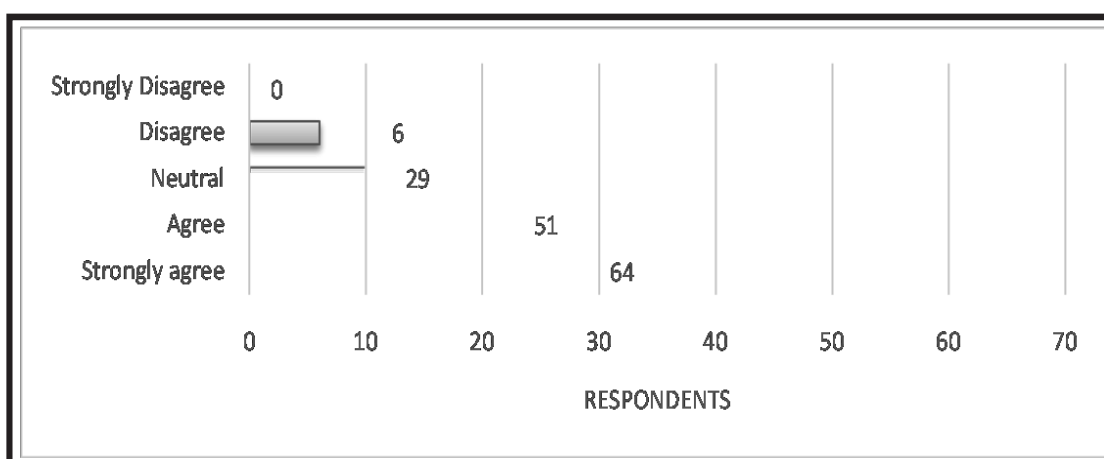


Figure 3: Staff parties and picnics help in creating a goodworking environment.

A heavily opinion-based question came next which asked the respondents whether they think that recreational activities like staff parties and picnics help in creating a good working environment, 43% i.e. 64 people “strongly agreed”, 34% i.e. 51 people “agreed” with the statement. 19% i.e. 29 people had a “neutral” opinion and 4% i.e. chunk of 6 people were not in favor of statement. Therefore, majority of employees believed that involvement of recreational activities helps in creating a good working environment.

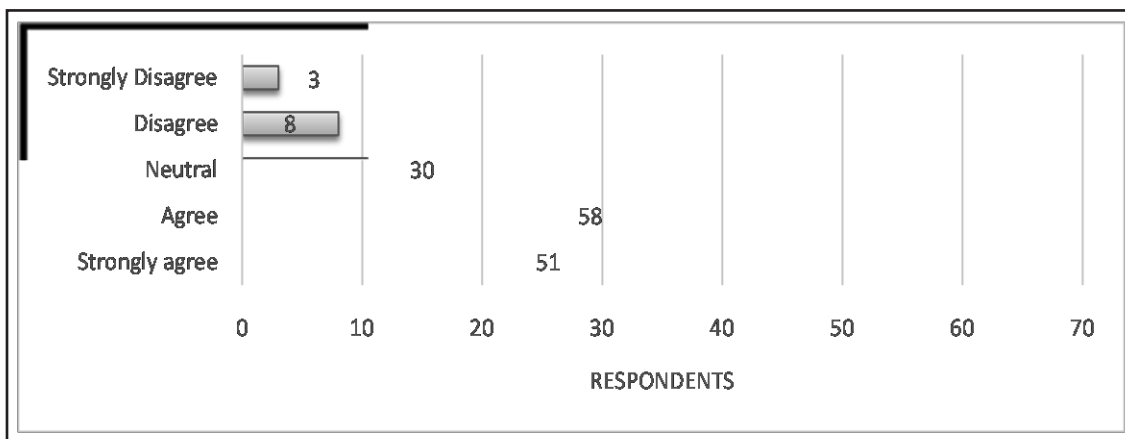


Figure 4: Activities are effective towards physical and psychological wellbeing of employees

The next question followed the basic opinion whether recreational activities conducted by the human resources department creates the positive impact on physical and psychological wellbeing of their employees, the majority “agreed” and “strongly agreed” with 39% and 34% respectively. Whereas 20% i.e. responded 30 respondents had a “neutral” opinion. 2% i.e. 3 disagreed and 5% i.e. 8 people “strongly disagreed” with the statement. On bases of data recorded, it is concluded that recreational activities are effective towards physical and psychological wellbeing of employees working in organization.

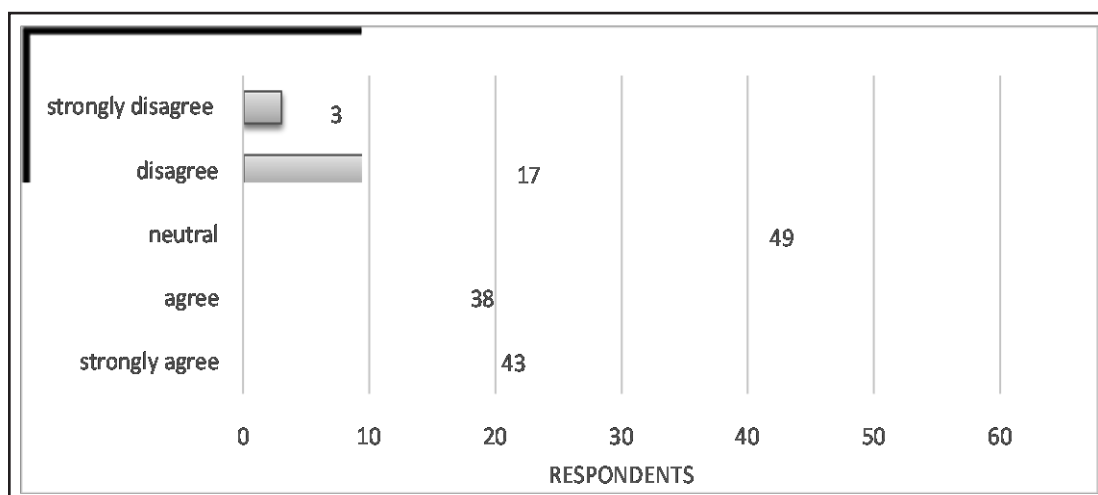


Figure 5: Fun exercise at the workplace leads to investing more energy at workplace

A general opinion-based question was asked to know the overall pool thinking that whether the employees prefer investing more energy on the job as a result of recreation and fun exercise at the workplace. Here the general opinions favored to the neutral option. Maximum people had neutral views about the statement. 43 respondents strongly agreed to the statement, 38 respondents had a formal agreement. Followed by 17 people who disagreed and 3 people who strongly disagreed with the statement. Therefore majority of people like to spend more time on the job due to involvement of recreational and fun activities at workplace.

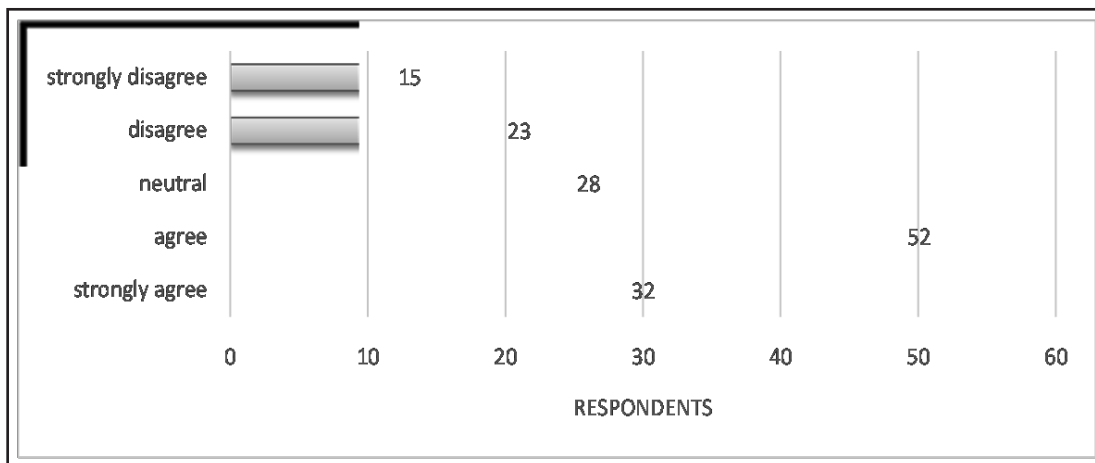


Figure 6: Provide a good opportunity for recognizing employee achievements

Asking about effect of recreational activities on social needs of the employee. 32 people strongly agreed to the statement that conducting recreational activities in that the workplace is a good opportunity for recognizing employee achievements such as fulfillment of social needs, 52 people out of 150 agreed, 28 people had neutral views. They were not sure, 23 people out of 150 completely disagreed with the statement. While only 15 people had a strong disagreement hence majority of the samples studied believe that these activities create sense of accomplishment of social needs like recognition which adds on to the satisfaction level of employees working in the organization.

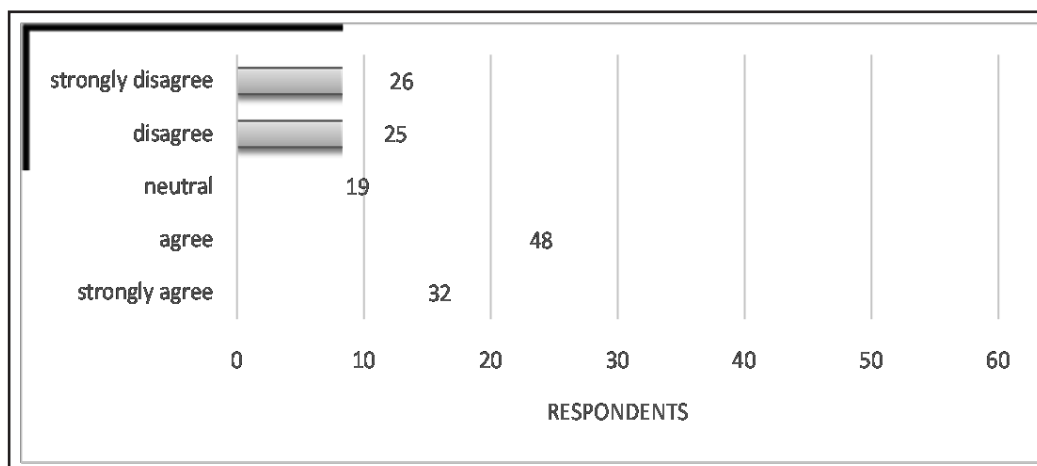


Figure 7: Recreational activities induce creativity and innovation in your job.

The following question which asked the respondents whether recreational activities induce creativity and innovation in the job, 32 people strongly agreed, 48 people had a positive feedback for the statement. A portion of people, around 19 had neutral opinion while the ratio of disagree to strongly disagree was 25:26. Thus different people had entirely different opinions regarding the question asked.

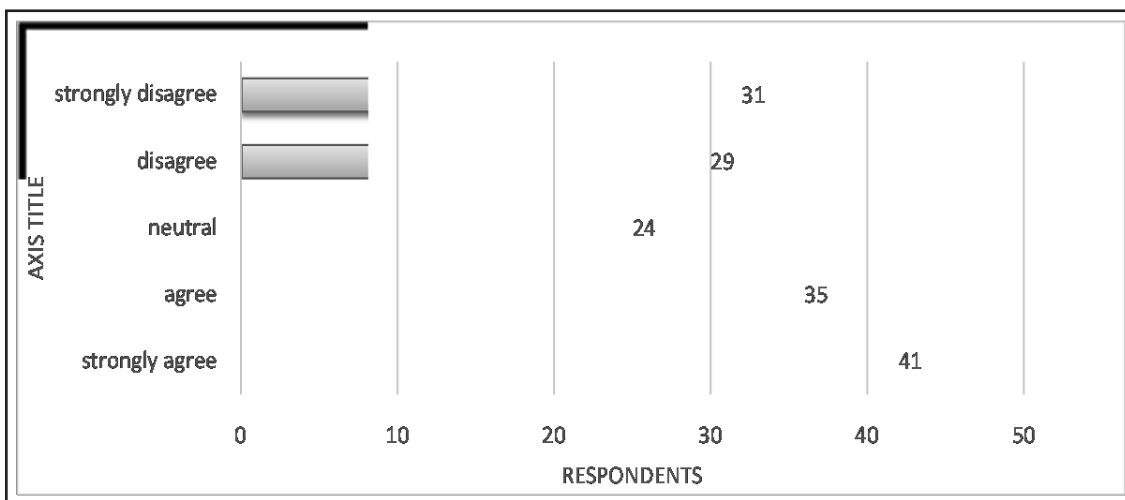


Figure 8: Recreational activities at the workplace is part of the rewards and benefits scheme

Here, 26% i.e. 41 people strongly agreed with the statement that recreational activities are seen as a part of rewards and benefit scheme for the employees. 22% i.e. 35 people were moderator agreed with the statement. While 18% i.e. 29 people had conflicting views about the statement. Followed by 19% i.e. 31 people who had strong disagreement. There were some people who were completely vague and had a neutral opinion. 15 % of the total population had chosen “neutral” option. Hence it is concluded that in the view of employees, conducting recreational activities at workplace is part of rewards and benefit scheme. Conduction of several competitions and activities increases the opportunities for rewards and motivate the employees to take active part leading to workplace satisfaction.

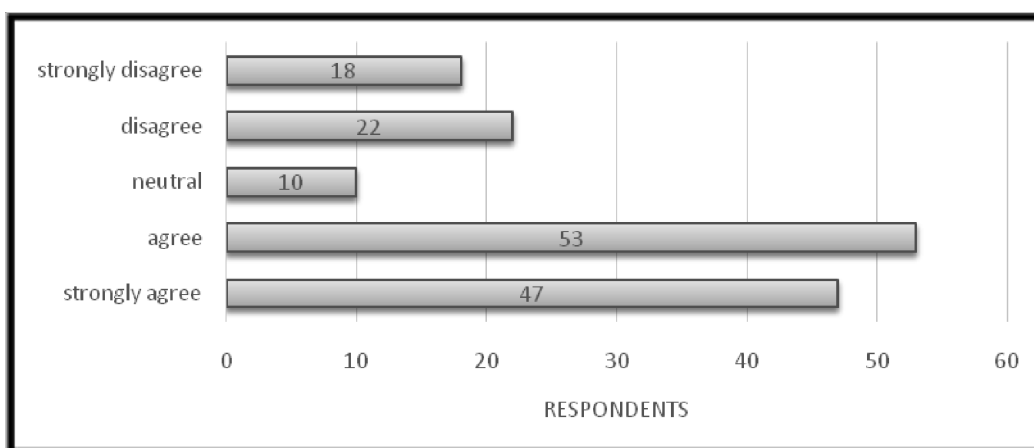


Figure 9: Recreational activities provide a forum for informal set up

The following question asked the employees whether recreational activities provide a platform for informal communication that helps in easy communication among employees of various hierarchies. 31% i.e. 47 people opted for strongly agree while 35% i.e. 53 people opted for agree. People who strongly disagreed to the statement were only 12% i.e. 18 people and 15% i.e. 22 people disagreed. Whereas small percentage of population 7% i.e. 10 people had neutral opinion.

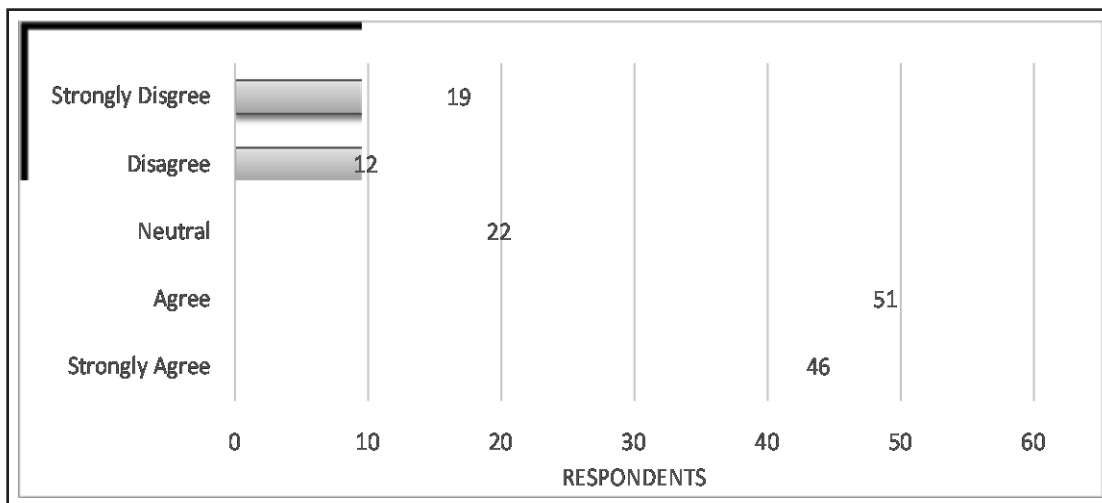


Figure 10: Recreation in a way influences employees' involvement at workplace.

Further the respondents were asked whether the recreational activities in a way influences involvement at workplace. 46 people responded strongly agree while majority of people opted for “agree”. 12 people chose disagree as an option while 19 people chose strongly disagree. A certain section of people i.e. 22 respondents chose “neutral” option. This survey leads to a conclusion that for involving the employees in the organization whole heartedly, conducting recreational activities at workplace plays a major role as it adds the fun element in the organization and eliminates the monotony of daily routine.

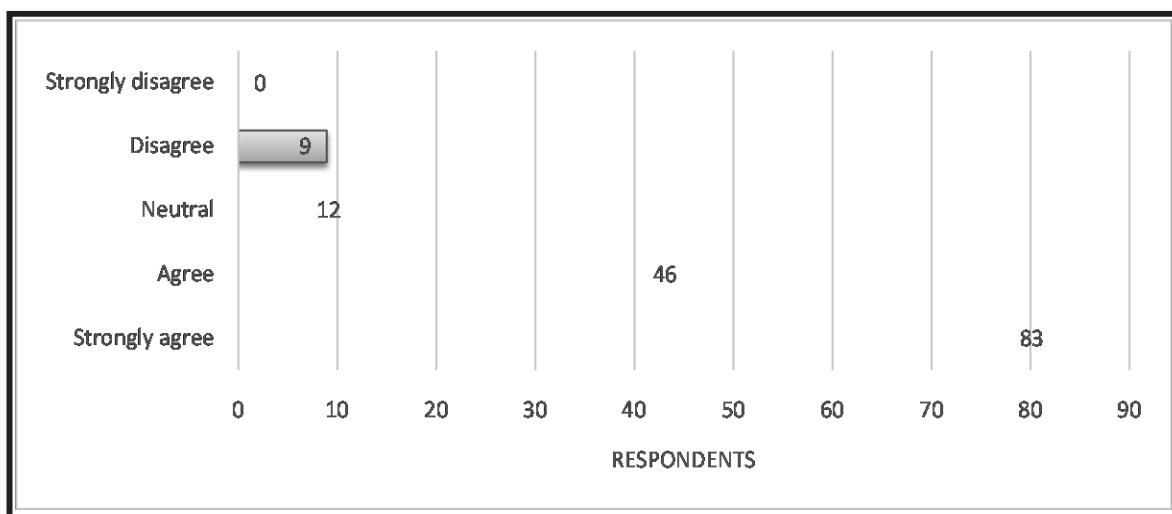


Figure 11: Recreational activities are form of rewards providing means of enjoyment and pleasure.

Talking about whether recreational activities are form of reward providing means of enjoyment and pleasure to the employees. Majority of people around 83 of them “strongly agreed”. While 46 people chose “agree”. Further only 9 people disagree with the statement. And 12 people chose “neutral” as an option. Hence observing the data, there is no doubt in the fact that the fun activities conducted within the organization provides fun and enjoyment. It lightens up the mood and creates sense of pleasure. All the stress element go away and in this way employees achieve the satisfaction.

CONCLUSION

From this research it was discovered that entertainment and recreational activities, have become utmost important for organizations more than ever before, at present time and in the future. In spite of economic downturn, responding and acknowledging to personal level needs of employees at the organization continue to be noteworthy. Existence of fun-filled activities such as games, picnics, celebrations of special events help the employees to get engaged and involved with one another which ultimately results in better relationships at interpersonal level and also lighten up the traditional work environment while making workplace comfortable and a less stressful place. According to respondents, benefits of integrating recreational and entertainment activities include increase in motivation and improvement in health and relationships. Another important aspect associated with such activities is that they may provide firms a competitive staffing advantage. Results of the research indicate that recreational and entertainment activities are very important to employees and they believe that they should exist in the organization. This implies that employees may now expecting work to be more enjoyable and pleasing. Job satisfaction is about compensation, the work itself and the work environment. First of all, attention should be given to make the basics right - good amount of salary, suitable positive conditions, etc. Each factor has its own significance for keeping the employees contented. Compensation packages should be well-designed in accordance of the industry averages. Employees should consider them as safe and secure in their employment. Management focus should be on creating and maintaining a high-quality superior work ambiance while trying to incorporate the employee’s suggestions. Perhaps the major factor for making workplace pleasant and enjoyable is the organization itself. If individuals are always overworked or running behind the deadlines, they will remain strained and tensed so Management needs to set sensible and rational production targets and offer proficient guidance and direction, as well as the resources to support attainment of the objectives. Having such arrangement in place, even the most challenging work can be entertaining and not traumatic. Thus, provision of ample amount of recreational and entertaining activities along with satisfactory work schedule is needed in order to make employees contented. Furthermore, Work/life balance must be ensured to keep the employees in high spirits. Work/life balance should not be restricted for couples with young

children which is a common tendency rather it should equally pertain for all employees. Work/life balance should be relevant to all young, single individuals and older people looking for shorter working hours.

REFERENCES

1. Akmal, F. (2012). Recreational Program and its association with job satisfaction. *Asian Social Science*.
2. Ameer. (2011). *Journal of Management and Social Sciences*, 7(1), 12-18.
3. Bedarkar, M. (2014). A study on the drivers of employee engagement impacting employee performance. Retrieved from google.
4. Byrnes, O. (2014). 'An investigation into employee engagement in the hotel sector in the West of Ireland'. National College of Ireland , Human Resource Management, Ireland.
5. Chandrashekar, M. (2016, October 14). *Need for recreational activities for employees, especially in the startup sector*. Retrieved from Yourstory: <https://yourstory.com/2016/10/recreational-activities-employees-startup>
6. Erica. (2019, Feb). *Harver*. Retrieved from 8 Causes of Employee Turnover in Hospitality: <https://harver.com/blog/causes-of-employee-turnover-in-hospitality/>
7. Gurchiek, K. (2012). September 24. Retrieved from SHRM: <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/fun-at-work-study.aspx>
8. Hilton, J. (2016). *Why recreational activities should be encouraged at work*. Retrieved from <https://www.hcamag.com/hr-news/why-recreational-activities-should-be-encouraged-at-work-225305.aspx>
9. In, C. Y. (2010). Workplace Fun and Job Satisfaction: the Moderating effects of attitude towards fun. Hong Kong, China.
10. Lacanienta, A. (2016). *Recreation at Work: More than Fun and Games?* Brigham Young University.
11. Mokaya, S. O. (2012). Effects of Workplace Recreation on Employee Performance The Case of Kenya Utalii College. *International Journal of Humanities and Social Science*, 2.

12. Roy, D. (2010, October 3). *The Economic Times*. Retrieved from Attrition hits Indian hospitality industry: <https://economictimes.indiatimes.com/attrition-hits-indian-hospitality-industry/articleshow/6675470.cms>
13. Salunke, D. G. (2015, May). Work environment and its effect on job satisfaction in cooperative sugar factories in Maharashtra. *Abhinav International Monthly refereed Journal of Research in Management & Technology*, 4(5).
14. Shiyani, V. (2018). *Business management ideas*. Retrieved from Job Satisfaction: Meaning, Definition, Importance, Factors, Effects and Theories: <https://www.businessmanagementideas.com/human-resource-management-2/job-satisfaction/job-satisfaction-meaning-definition-importance-factors-effects-and-theories/19709>
15. shujat, S. f. a.-e.-a. (2011). Effects of recreational and entertainment activities on employees job satisfaction: a case study. 7(1).