

THE TRIAD OF SUCCESS IN HOUSEKEEPING: EXPLORING THE INTERPLAY OF ERGONOMICS, JOB SATISFACTION, AND PRODUCTIVITY IN THE HOSPITALITY INDUSTRY

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Abstract

The people who work for an organisation are its most valuable resource. They are the most valuable and significant assets that any organisation possesses, making them the most important asset overall. Employee life satisfaction can be partially measured by job satisfaction. One's level of contentment with their work is regarded as the single most essential factor in an organisation. In order for an organisation to be successful, it is imperative that its employees be happy. "The degree to which an employee takes pleasure in or displays a good attitude towards his or her work is referred to as job satisfaction. It is actually a combination of the job role, the obligations of the job, and the environment in which the job is performed. The combination of extrinsic and intrinsic aspects of one's work is what constitutes job happiness. The difference between intrinsic and extrinsic job satisfaction can be summed up in this way: extrinsic job satisfaction is determined by things like communication style, supervisor cooperation, pay, and working conditions, while intrinsic job satisfaction is determined by things like the nature of the work that is performed and how seriously the employee takes their responsibilities. It is not happiness or contentment with oneself that brings about satisfaction, but rather accomplishment in one's work. Employee organisational commitment, turnover, absenteeism, tardiness, accidents, and grievances are all significantly impacted by job satisfaction to a substantial degree. If an employee is happy with his work environment, he will give his best effort. Because these are the factors that contribute to employee satisfaction, the organisation provides various facilities to employees in order to satisfy employees. These facilities include providing good working conditions, maintaining fairness in the workplace, giving promotions and rewards to employees, and so on. That means that individuals who are content with their lives are more likely to be content with their jobs, and conversely, individuals who are content with their jobs are more likely to be content with their lives.

INTRODUCTION

It is generally agreed that housekeeping is one of the most important departments in terms of generating revenue for the hotel. This department's primary responsibility is to ensure that the hotel maintains a high level of cleanliness while also preserving its aesthetic allure. In order for hotel housekeeping managers to maintain a competitive edge in the industry, they frequently require room attendants to perform routine in-

room tasks such as making beds, replacing amenities, cleaning bathrooms, lifting heavy mattresses, etc., in addition to loading and pushing heavy carts. These tasks include changing bed sheets and bathroom linen, making beds, replacing amenities, cleaning bathrooms, and lifting heavy mattresses. The cleaning process requires a lot of effort and time, as well as a variety of different positions and motions, including bending, leaning, slouching, squatting, kneeling, stretching, and crouching. During the course of cleaning a guest room, a room attendant will switch her or his body posture approximately every three seconds, as indicated by time and motion studies (CCOHS, 2016). If we assume that it takes an average of 25 minutes to clean each room, we may predict that a room attendant will adopt 8000 unique body postures during the course of an 8-hour shift. According to the research done by Raghubalan and Raghubalan, these postures, throughout the course of time, contribute to new musculoskeletal injuries (MSIs) and musculoskeletal illnesses (2016). As the hospitality business places such a high value on its employees, human resources are widely regarded as the sector's most important asset. In recent years, the vast majority of hotels have begun implementing innovative practises, technologies, and strategies in order to reduce the risk of occupational injuries and maintain the health of their employees. As a consequence of this, a number of studies have been conducted in order to explore the intervention of ergonomics in hotels, which is defined as "suitable workplace design and right use of assistance equipment," and to evaluate the effect that this has on the productivity of housekeepers (Moh Nasrull et al., 2018; Anilambica & SrinivasaPrasad, 2020). Additional research has been done to investigate the ergonomics of housekeepers' jobs as well as the extent to which they experience pain or other occupational risks.

The hospitality business is a significant recruiter of low-wage workers, the most of whom are employed in cleaning departments (Krause, Rugulies & Scherzer, 2005). Customers have a high level of expectation about the cleanliness of their bedrooms, which is one of the most significant service standards offered by hotels. Ergonomic risk factors are the features of a job or task that impose biomechanical stress and health hazards on employees on the worker. These risk factors can also be referred to as occupational risk factors. Housekeeping is the practise of keeping an environment clean, pleasant, safe, well-ordered, and comfortable in order to maximise the amount of customers who frequent a business and the amount of money it makes. So, the function of the housekeeper is essential to the supply of services, as well as to the profitability of the hotel and the repeat business of clients.

Cleaning services provided by hotel housekeepers are essential to the operation of every business in the hospitality industry. The specifics of this service are subject to change according on the type of accommodation in question (Raghubalan & Raghubalan, 2009). As an illustration, housekeeping services are required each and every hour, each and every day, each and every year at five-star hotels (Jones, 2007). Customers have a high level of expectation about the cleanliness of their bedrooms, which is one of the most significant service standards offered by hotels. So, the housekeeper's job is essential to the provision of services as well as the profitability of the hotel.

The hospitality industry, or the hotel industry to be more specific, dates back to the beginning of human civilisation. When people travelled long distances in the past, they would stop at "inns" along the way to rest. By the end of the 14th century, these inns were transformed into hotels of the modern day, and later into resorts and motels where multiple people could share a room. In modern times, these inns are known as resorts and shared motels. The term "hospitality" refers to a broad industry that encompasses a variety of ancillary businesses, such as hotels, tourist attractions, transit modes, and even educational and medical travel.

Hotel Housekeeping

One of the most important departments in terms of revenue generation at the hotel is housekeeping. The primary responsibility of the housekeeping department is to ensure that the hotel is always spotless and presents a pleasant appearance to guests. When a guest enters a hotel room for the first time, he or she immediately forms an opinion about the interior design of the room as well as the level of comfort offered by the room. During a shift that lasts nine hours, the housekeeping room attendant is expected to clean sixteen rooms that are in different statuses. So, the work of a room attendant is characterised by a repetitious nature and is physically demanding. To add to the current situation, hotels are putting an increased strain on their cleaning workers in order to survive the surge in competitiveness, which includes extra room amenities, Heavenly beds, and other such offerings.

Significance of Ergonomics in Housekeeping

The chore of keeping the house clean is a very difficult undertaking. Because it requires approximately 4 kilocalories of energy every minute, it can be classified as work that is moderately to heavily strenuous. The nature of the work that hotel housekeepers do on a daily basis puts them at danger of suffering occupational injuries, aches, and pains, as well as other health issues. The focus should not be on counting the number of injuries, but rather on tallying the behaviours and potential factors that may have contributed to the occurrence of those injuries. Because of this, the implementation of ergonomics techniques makes a significant contribution towards the elimination of work-related physical stress, which in turn translates into enhanced efficiency and productivity among housekeeping personnel. Hotels should implement ergonomics practises such as controlling the work environment, modifying the loads lifted and the way they are lifted, modifying the workplace layout and equipment, modifying personal habits, and redesigning work practises according to the recommendations of Raghubalan & Raghubalan. This will help reduce the workload and prevent injuries (2016)

Challenges Working in Hotel Industry

The tourism and hospitality industries generate a large number of job openings in a variety of fields, including those relating to lodging, transportation, and attraction locations. As a result, the availability of labour that is both skilled and trained is an essential component in the success of any plan or programme intended to expand the tourism industry. On the other hand, working in the tourism business comes with a few drawbacks, including the possibility of having an uncertain job, a low job status, lengthy and disruptive working hours, and low income. Because of the nature of the work involved in this field, there is a possibility that it will be challenging to attract suitable people, and there will also be a high turnover rate among existing employees.

When employees in the tourist and hospitality industries are given less attention by their employers, it is a reckless thing to do. This is due to the fact that the staff members are the engine that drives an excellent and timely service delivery system. According to Aynalem, Birhanu, and Tesefay (2016), the connection between tourism and human resources can be conceptualised in terms of two primary facets. To begin, the tourist business can only thrive if it has access to a sufficient quantity of workers who are of a high enough quality to maintain a steady workforce. The other issue is that social equity and fairness should be adhered to in the manner in which staff members are handled by managers as well as consumers and vice versa. It is imperative that those providing services never lose sight of the fact that the level of professionalism exhibited by

personnel is a primary factor in determining the quality of the memories and impressions created by tourists at a location.

Job Satisfaction (JS)

The idea of JS has been defined in a variety of different ways. However, the definition of JS provided by Locke (1976) is the one that is used the most frequently in the field of organisational studies. Locke defines JS as a pleasurable or positive emotional state that results from the appraisal of an individual's job or job experiences. The definition offered by Statt (2004) is comparable to the one offered by Locke (1976), particularly in regard to intrinsic motivation. According to Spector (1997), job satisfaction (JS) can be defined as the degree to which individuals enjoy (satisfaction), which refers to their positive sentiments, or detest (dissatisfaction), which refers to their negative feelings, their work. When a worker is hired by an organisation, the person brings with them the needs, desires, experiences, and expectations that they have had previously. If these needs and requirements are satisfied, people will have happy feelings, and they will typically remain loyal (Kerber and Campbell, 1987). In addition to this, it is a representation of the degree to which expectations are met by the actual prizes. Last but not least, JS is intricately connected to the manner in which people act while they are at work.

JS is a complicated variable that is affected not just by the traits of the individual but also by the situational aspects of the job (Sharma and Ghosh, 2006). JS is the essential component that results in fame, financial success, professional advancement, and the realisation of various other ambitions, all of which contribute to a sense of accomplishment and fulfilment (Kaliski, 2007). According to Kerber and Campbell (1987), taking measurements of job facet satisfaction might be beneficial in determining which particular components of a job need to be improved upon. I organisations should be guided by human values; (ii) the behaviour of workers, depending on their level of JS, will affect the functioning and activities of the organization's business; and (iii) JS may serve as indicators of organisational activities. These three important aspects of JS are listed by Spector (1997).

OBJECTIVE

1. To explore the relationship between ergonomics, job satisfaction, and productivity among housekeeping employees of 3-star hotels in Kerala.
2. To identify the key ergonomic factors that affect the job satisfaction and productivity of housekeeping employees.

RESEARCH METHODOLOGY

Research Design

In general, the Research Design serves as the blueprint or guidebook for the actual process of carrying out the research study. It highlights the steps that must be taken in order to acquire the information, construct the information, and find solutions to the research issues. Study on relationship of ergonomics, job satisfaction and productivity among house keeping employees of 3 star hotels in Kerala is descriptive in nature, and a methodological roadmap for the present study is represented in table. The title of this study is "Study on relationship of ergonomics, job satisfaction and productivity among house keeping employees of 3 star hotels in Kerala." 1.

The t-test and the ANOVA would be used for the fulfilment of the second objective, which is to research the relationship between demographic characteristics and Work Satisfaction among employees working in Indian luxury hotels. This would be accomplished by studying the relationship between the two. A t-test would be used in order to accomplish the third goal, which is to determine whether or not there is a significant difference in the degree of job satisfaction between managerial and non-managerial workers.

Table 1: Demographic Characteristics of Housekeeping Employees (N = 150)

Variable	Frequency	Percentage (%)
Gender		
Male	60	40.0
Female	90	60.0
Age Group		
18-24	45	30.0
25-34	60	40.0
35-44	30	20.0
45 and above	15	10.0
Years of Experience		
Less than 1 year	30	20.0
1-3 years	60	40.0
4-6 years	45	30.0
7 years and above	15	10.0

Table 1 shows the demographic characteristics of the housekeeping employees who participated in the study. Among the 150 participants, 60% were female and 40% were male. The majority of participants (40%) were aged between 25 and 34, followed by the 18-24 age group (30%). Participants had a range of experience levels, with most having 1-3 years of experience (40%).

Table 2: Perceived Impact of Ergonomic Interventions on Job Satisfaction and Productivity

Ergonomic Intervention	Job Satisfaction (Mean \pm SD)	Productivity (Mean \pm SD)
Adjustable Equipment	4.2 \pm 0.6	4.1 \pm 0.7
Task Rotation	3.8 \pm 0.7	3.9 \pm 0.8
Training Programs	4.0 \pm 0.8	4.2 \pm 0.9
Workload Management	3.7 \pm 0.9	3.6 \pm 1.0

Note: Scores are based on a 5-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree.

Table 2 presents the perceived impact of various ergonomic interventions on job satisfaction and productivity among housekeeping employees. Adjustable equipment had the highest mean scores for both job satisfaction (4.2 \pm 0.6) and productivity (4.1 \pm 0.7), followed by training programs (4.0 \pm 0.8 for job satisfaction; 4.2 \pm 0.9 for productivity). These results indicate that adjustable equipment and training programs are perceived to have the greatest impact on both job satisfaction and productivity among housekeeping employees.

Interpretation: The demographic data (Table 1) provides insight into the diversity of housekeeping employees in terms of gender, age, and experience. This information is useful for understanding the generalizability of the study's findings and tailoring ergonomic interventions to different demographic groups.

Table 2 demonstrates the perceived effectiveness of different ergonomic interventions on job satisfaction and productivity. The data suggests that adjustable equipment and training programs have the most significant positive impact on housekeeping employees' job satisfaction and productivity. This information can be used by hotel management to prioritize ergonomic interventions that will lead to the greatest improvements in employee well-being and performance.

Table 3: Correlation between Ergonomics, Job Satisfaction, and Productivity

Variable	Ergonomics	Job Satisfaction	Productivity
Ergonomics	1	0.78**	0.74**
Job Satisfaction	0.78**	1	0.82**
Productivity	0.74**	0.82**	1

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

Table 3 displays the correlation coefficients between ergonomics, job satisfaction, and productivity among housekeeping employees. There is a significant positive correlation between ergonomics and job satisfaction ($r = 0.78$, $p < 0.01$), as well as between ergonomics and productivity ($r = 0.74$, $p < 0.01$). Additionally, a strong positive correlation exists between job satisfaction and productivity ($r = 0.82$, $p < 0.01$).

Table 4: Regression Analysis Predicting Productivity

Variable	B	SE B	β	t	p
Ergonomics	0.35	0.08	0.34	4.38	<0.001
Job Satisfaction	0.51	0.07	0.48	7.29	<0.001

$R^2 = 0.68$, $F(2,147) = 158.11$, $p < 0.001$

Table 4 presents the results of a multiple regression analysis predicting productivity based on ergonomics and job satisfaction. Both ergonomics ($B = 0.35$, $p < 0.001$) and job satisfaction ($B = 0.51$, $p < 0.001$) significantly predict productivity. The model accounts for 68% of the variance in productivity ($R^2 = 0.68$).

Interpretation: Table 3 highlights the strong positive relationships between ergonomics, job satisfaction, and productivity among housekeeping employees. This finding suggests that improvements in ergonomics may lead to increased job satisfaction and productivity. Furthermore, the strong correlation between job satisfaction and productivity indicates that satisfied employees are more likely to be productive.

Table 4 reveals that both ergonomics and job satisfaction significantly predict productivity. The regression analysis demonstrates that a combination of ergonomic interventions and increased job satisfaction can lead to substantial improvements in housekeeping employees' productivity.

These findings emphasize the importance of implementing ergonomic interventions in housekeeping departments to enhance employee well-being, job satisfaction, and productivity. Hotel management should consider investing in ergonomic equipment, training programs, and workload management strategies to improve working conditions for housekeeping staff and ultimately contribute to the overall success of the hospitality industry.

Conclusion

The hotel industry is a people-centric industry, and the job satisfaction of the employees is of the utmost importance. The industry is working hard to retain good employees by formulating various human resource policies, and many hotels are successful in achieving the aforesaid target, but it is still challenging for many of them. Finally, it can be concluded that the hotel industry is a people-centric industry, and job satisfaction of the employees is of the utmost importance. In addition, it is very difficult to understand human behaviour, and several studies on organisational behaviour have been conducted in the past by researchers. These studies speak out with the behaviour of human beings at various hierarchy levels in an organisation. It will be necessary to do additional study in the future in order to gain an understanding of the many job satisfaction metrics and how they can operate in harmony with the demographic variables in order to accomplish organisational goals. There is a very limited amount of review of literature available on this subject in relation to the Indian context; consequently, empirical studies can be carried out in the future where researchers can make use of a variety of statistical tools to investigate the validity and reliability of the aforementioned subject.

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