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HOTEL MANAGERS: ROLE OF ORGANISATIONAL CLIMATE AND OCCUPATIONAL SELF- EFFICACY

Social Science

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ABSTRACT

Goa is a famous tourist destination, and the hospitality industry forms a large part of the tourism industry in Goa. In recent years, the number of hotels both private and public segment in Goa have grown tremendously. The present study is an investigation to determine the relationship between organizational climate and occupational self-efficacy among hotel managers in Goa and to assess significant differences in organizational climate and occupational self-efficacy among hotel managers with regard to public and private sector. The study was conducted on a sample of 48 managers from private and public sector hotels in Goa. The tools used included the Organizational Climate inventory (FORM B) by Chattopadhya and Agarwal and the Occupational Self-efficacy Scale by Sanjay Pethe, Sushma Chaudhari and Upinder Dhar. The findings of the study revealed a significant positive relationship between organizational climate and occupational self-efficacy among hotel managers. The hotel managers differed significantly on organizational climate and occupational self-efficacy with regard to private and public sector.

KEYWORDS

Hotel Managers, Organizational Climate, Occupational Self-efficacy, Public Sector, Private Sector

I. INTRODUCTION

Since the earliest times man has travelled in search of food, shelter and for satisfaction of his requirements. Travel has been a decisive factor in the economic, social, cultural, spiritual and artistic development of society. The first nomad who wondered with his movable dwellings in search of food and shelter from one place to another must have been stuck by variations in ecology. So there was gradual shift from unintended pleasure out of travel to traveling exclusively for pleasure. Tourist is a population, which normally travels to predetermine destinations for whatever purpose consumes tourism products while traveling and returns home after a short period Tourism became a major industry, only after the world war-II. It is now recognized as an activity generating a number of social and economic benefits. It also creates employment opportunities. Besides promoting national and international understanding, it helps the international economy and raises the living standards of the people with comparatively less investment, unlike many other capital incentive industries. Tourism today represents around 6% of the global trade and almost 13% of the global consumer spending.

Although Goa joined the national mainstream only after 14 years of the country's Independence, it started attracting tourists straightway. With the creation of basic infrastructural facilities like roads, electricity, water supply, accommodation facilities, etc., low and middle-income group tourists who constitute the bulk of domestic tourist traffic, started descending onto Goa in organized groups. The harmonious blend of east and west attracts both the Indian and foreign travellers into Goa. Today it is one of the few tourist attractions where even middle and lower middle class people can enjoy a comfortable vacation.

Organizational Climate

An employee is a person who works part-time or full time under a contract of employment whether oral or written, express or implied, and has recognized rights and duties. (Viegas, Dias, & Henriques, 2017). Each organization differs from the other not only in structure but also in the attitudes and behavior they elicit in people, and these differences are related to psychological structures. As a matter of fact, individual personalities and their job requirement interact to produce a climate that can be significant to both the individual and the organization. Organizational climate is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviour. Organizational climate serves as a measure of individual perceptions or feelings about an organization. Organizational climate includes management or leadership styles, participation in decision-making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, personnel policies, provision of good working conditions and creation of suitable career ladder for academics (Nicholson & Miljus, 1992)

Studies by Kumar and Giri (2007) have highlighted the role of organizational climate in job satisfaction and employee performance. These studies found that the organizational climate had a significant effect on job satisfaction and job performance. Similarly, Muñoz-Seco et al., (2006) investigated the relation between quality of professional life and organizational climate and found that organizational climate influences the quality of professional life, especially in motivation and managerial support. Commitment enhances motivation and perception of demands. Where there is better cohesion and teamwork, the managers' support is also rated more highly.

Occupational Self-efficacy

Occupational self-efficacy is another important construct taken in this study. Self- efficacy beliefs of people are critical determinants of their performance on various tasks. It has been shown by the studies that there is a positive relation between self-efficacy and both individual and organizational performance (e.g. Bandura, 1997; Gist, 1989; Stajkovic & Luthana, 1998; Tierney & Farmer, 2002; Wood & Bandura, 1989). From the research conducted, it has been shown that the above mentioned variable namely self-efficacy beliefs are crucial for the optimal performance of individuals and organizations. Considering the relevance and importance of these factors in personal and the working life of individuals, an attempt has been made in this study to examine the relationship between organizational climate and occupational self-efficacy.

Occupational self-efficacy is the belief that one has about his/her ability to be successful at work. Occupational self-efficacy directly affects task choice, effort, persistence, and achievement. Those with high levels of occupational self-efficacy participate more readily, work harder, persist longer when they encounter difficulties and achieve at a higher level. Those with low occupational self-efficacy doubt their own capabilities.

Sharma and Ghosh (2006) investigated the influence of an individual's personality traits and self-efficacy on perception of organisational climate and job satisfaction among hospital employees. Results of the study indicate significant positive correlation between personality characteristics of individuals, organisational climate, and job satisfaction. Step wise linear regression analyses indicate an intuitive and predictable pattern of relations between openness of experience, self-efficacy and organisational climate. In another study, Nasurdin, Ramayah, and Kumar (2005) examined the impact of organisational structure (formalisation and centralisation) and organisational climate in predicting job stress in a non-Western environment and the moderating effects of self-efficacy in the proposed relationships. A total of 151 securities sales personnel in Malaysia were sampled for this study. The findings indicated a positive relationship between both structural variables and stress. The organisational climate dimensions were found to be unrelated to stress and the role of self-efficacy as a moderator in the hypothesised relationships had limited support.

II. RESEARCH METHODOLOGY

Objectives of the study:

1. To investigate whether there exists a significant correlation

between organizational climate and occupational self-efficacy among hotel managers.
2. To explore whether there exists significant differences in organisational climate and occupational self-efficacy as a function of type of organizational sector.

Hypotheses:
1. There exists a significant positive correlation between organizational climate and occupational self-efficacy among hotel managers.
2. Significant differences exist in organizational climate as a function of type of organizational sector.
3. Significant differences exist in occupational self-efficacy as a function of type of organizational sector.

Participants:
Convenient sampling method was used and hotel managers from public and private sector organizations were selected. The total sample of the study consisted of 48 managers – of whom 28 were from private sector organizations and 20 were from public sector organizations.

Tools for Measurement:
- **Personal data sheet** that included questions pertaining to socio-demographic information.
- **Organizational Climate Inventory (FORM B)** by Chattopadhya and Agarwal. This test consists of 70 items, which form 11 dimensions viz. performance standards, communication flow, reward system, responsibility, conflict resolution, organisational structure, motivational level, decision making process, support system, warmth, and identity problems. Thus the organisational climate score is the total score on all the 11 dimensions. The scoring for organisational climate inventory is done with the help of a stencil. Reliability co-efficient by Spearman Brown formula was calculated to be .898 thus showing a high internal consistency in the instrument.
- **Occupational Self-efficacy Scale –** by Sanjay Pethe, Sushma Chaudhari and Upinder Dhar. This scale consists of 19 items. These items are distributed over six areas which covers almost all the aspects of occupational self-efficacy. These six areas are: confidence, command, adaptability, personal effectiveness, positive attitude and individuality. The reliability coefficient of the scale is 98.

Procedure:
Permission was obtained from the hotel industry. The managers were approached personally and informed consent was sought and confidentiality was assured following which the data collection tools were administered. The responses of the participants were scored and then subjected to statistical analysis.

Statistical Techniques:
Karl Pearson's Product Moment Correlation was used to study the relationship between the two variables and t test was applied to investigate significant differences between the sample sub groups.

III. RESULTS AND DISCUSSION

Table 1: Mean, standard deviation and correlation coefficient for organisational climate and occupational self-efficacy.

Measure	Mean	Standard Deviation	Correlation Coefficient
Organisational Climate	289.13	32.60	0.80**
Occupational Self-Efficacy	79.97	11.62	

****P<0.01: Highly Significant**

As indicated in table 1, the mean scores for organisational climate and occupational self-efficacy were found to be 289.13 and 79.97 respectively with corresponding standard deviations of 32.60 and 11.62 respectively. The correlation coefficient was found to be 0.80** showing a strong positive correlation and indicating that better the organisational climate higher the occupational self-efficacy and vice-versa.

The above finding is probably because organizational climate plays a very important role in an individual's work life. When the organisational structure, environment surrounding the managers is pleasing and comfortable they feel confident and are motivated towards their work. In the form of climate, the organisation provides an atmosphere that is warm, employees support each other, are able to resolve conflicts and make decisions on their own and as a result of this their personal competence and self-efficacy also tends to increase. Managers who perceive a better organizational climate having high level of self-efficacy often work harder, persist longer when they encounter difficulties and achieve at a higher level.

Argyris (1964) has also emphasized the importance of climate in understanding human behaviour. Study on climate is especially important for individuals in changing individuals and organizations as well. Sells (1968) viewed that organizational climate appeared to be a function of the cultural patterns of organizations and also to include those generalized orientations of employees which are a) shared by majority of members in an organizational unit and b) acquired in relation to factors specific to organizational situation.

Locke (2004) found that higher self-efficacy affected the specificity of self set goals which may indicate greater commitment and more reality based information intention information. Bandura (1986) stated that perceived self-inefficacies that lead people to shun enriching environments and activities, retard development of potentialities and shield negative precepts from collective actions. Muñoz-Seco et al., (2006)

Table 2: Mean, standard deviation and t value for organisational climate as a function of type organizational sector.

Measure	Sector	Mean	Standard Deviation	t value
Organizational Climate	Public sector	276.13	34.10	2.35*
	Private sector	302.13	26.00	

***P<0.05: Significant**

As seen in table 2 for organizational climate, the mean scores obtained by managers in public sector was 276.13 and private sector was 302.13 with a corresponding standard deviation of 34.10 and 26.00 respectively. The t value was computed to be 2.35 and was found to be statistically significant at 0.05 level of significance. It is evident from the mean scores that the hotel managers in the private sector perceive better organizational climate.

The finding is probably because private sector organisations often facilitates self-improvement of its staff members and are systematic and everything is well settled. They give a lot of attention to employees concerning any kind of work and each employee handles one type of work whereas in public sector organisations, mostly the working staff is less and one employee has to do more than one type of work. Manages are so busy in their work that they find it difficult to give time to other employees.

Kumar and Giri (2007) studied the impact of the organizational climate on job satisfaction and employee performance. This was investigated among employees at three managerial levels from different Indian organizations. It was found that the organizational climate had a significant effect on job satisfaction and job performance. It was further found that the organizational climate and job satisfaction differed significantly across the three levels of hierarchy namely, top, middle, and junior level management.

Table 3: Mean, standard deviation and t value for occupational self-efficacy among managers in public and private sector organisations.

Scale	Sector	Mean	Standard Deviation	t value
Occupational Self-Efficacy	Public sector	76.41	12.07	1.74*
	Private sector	83.53	10.32	

***P<0.05: Significant**

As seen in table 3 for self-efficacy, the mean score obtained by managers in public sector was 76.41 and private sector was 83.53 with a corresponding standard deviation of 12.07 and 10.32 respectively. The t value was computed to be 1.74 and was statistically significant at 0.05 level of significance. Comparing the mean scores it was noted that managers in private sector showed higher levels of occupational self-efficacy than public sector. This is probably because self-efficacy is the belief a person holds about whether or not he can successfully attain a desired level of performance, managers in private sector often believe in their work potential, on a whole they are confident and put in their best even in an unsupportive environment. They perform well even in

the absence of encouragement from employees and other managers.

Study by Liu et al., (2010) examined the association between leadership, self-efficacy and employee satisfaction. The results indicated that self-efficacy of the leader mediates the relationship between leadership and employee satisfaction and performance. Further, Empirical evidences suggest that leadership and mentoring initiatives can substantially improve the occupational self-efficacy of employees.

CONCLUSION

As hypothesized, firstly, organizational self-efficacy of the hotel managers is significantly and positively influenced by the overall organizational climate. It is also proved that the private sector hotel managers perceive better organizational climate and show significantly higher levels of self-efficacy.

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