

A study on Quality of Work Life in the Hospitality Industry Employees with special reference to D K District of Karnataka

Ganesha Acharya B¹, Dr. Abubakkar Siddiq²

¹Dean, Department of Cosmmerce, Govinda Dasa College, Surathkal, Mangalore, Karnataka

²Associate Professor, Department of P.G. Studies, University College, Mangalore

ABSTRACT

Quality of Work Life is the system process in the organisation by which workers are able to satisfy their important personal needs while employed in the firm. The organisation is interested in enhancing employees Quality of Work Life and generally tries to introduce in the minds of the employees feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. The purpose of this paper is to analysing the hospitality employees' quality of work-life situation to identify the overall quality of work life dimensions from the hospitality industry employee's perspective in the study area. To achieve the research objective, a quantitative research design was applied in the study. As a method of data collection, the researcher chose to conduct a self-administered direct questionnaire. The study identified various factors or dimensions of quality of work life, as contributing positively to hospitality workers, such as Work environment, Organization culture and climate, Job satisfaction and Job security, Compensation and Rewards, Training and development etc. The study identified that pay and rewards are the most important dimension which contributes to an improved quality of work life in the hospitality industry.

Keywords: Demographical factors, Hospitality employees, Internal democracy, Quality of Work Life & Work environment.

I. INTRODUCTION

A high quality of work life (QWL) is essential for all organisations to continue to attract and retain employees. The Demographical and Socio – Economic factors of the employees contributes impressively to such a QWL. The study helps the hospitality industry to know the level of perception of employees QWL and to enhance the same for the betterment of the industry.

Quality of Work Life is the system process in the organisation by which workers are able to satisfy their important personal needs while employed in the firm. The organisation is interested in enhancing employees Quality of Work Life and generally tries to introduce in the minds of the employees feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. The organisation attempts to

treat employees in a fair and supportive manner, open communication channels at all levels, offer employees opportunities to participate in decisions affecting them and empower them to carry on with their assignments. It has also been associated with organisational changes designed at increasing the levels of job widening and job enrichment. Significantly, the intension is that of attaining higher levels of involvement and thereby motivation by improving the attractiveness of the work itself rather than through improving the terms and conditions of work. Quality of life phenomena explored in early studies included job satisfaction (measured by employee turnover, absenteeism or attitude surveys), organizational climate and the learning of new tasks.

Quality of work life is “a process by which an organisation responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work” [1]. According to Heskett et al. quality of work life refers to “the quality of the work environment that contributes to employee satisfaction”, which can be assessed by measuring “the feelings that employees have towards their jobs, colleagues and companies” [2].

The quality of work life is the relationship between employees and the total working environment with human dimensions added to the usual technical and economic consideration. According to Kandasamy and Ancheri, the basic dimensions of the quality of work life concept are adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work life [3].

II. LITERATURE REVIEW

Behzad Janmohammadi, Elham Shahmandi, Mehdi Khooravesh and PeymanAliGhanizadeh [4] in their study on “Study of the dimensions of quality of work life and organizational productivity of the staff of tax organization of Alborz Province”, investigate the dimensions of quality of work life and productivity of the staff of Tax Organization of Alborz Province. The findings showed that there is a positive and significant correlation between dimensions of quality of work life and productivity of the staff of Tax Organization of Alborz Province.

Shefali Srivastava and Rooma Kanpur [5], in their research article on “A Study on Quality of Work Life: Key Elements & its Implications”, focuses on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc. The study presents, the degree of satisfaction has been referred to as quality of work life. Quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes.

Irene Kerstin Hunker [6], in her thesis “Quality of Work Life in the Hospitality Industry – The contingent workers’ perspective”, describes the concept of quality of work life, as well as to gain an insight into the mindset and characteristics of contingent workers in the hospitality industry. Apart from that it also aims at identifying factors that positively contribute to an improved quality of work life for seasonal employees in the hospitality industry. The study identified eight distinct dimensions that contribute to an improved quality of work life for contingent workers in the hospitality industry. The credibility of leaders and managers was found to be

the most important dimension, whereas the appreciation of employees was identified as the most important variable.

Preethi vijai madhavan and D. Venkatarama Raju [7], in their research article “An Empirical Study on relationship among Quality of work life and its factors”, explore the correlation between QWL factors. QWL is a very important concept of favorable situation in a working environment. QWL helps the management and employees by facilitating training opportunities, job satisfaction and working condition. A satisfied employee is one who has a career growth along with the organizational growth. The results of the study suggest that the measurement scales used in this study satisfactorily met the standards of validity and reliability analyses.

J. Vignesh Shankar [8], in his paper “A Study on Employee Morale and Quality of Work Life”, investigated and determines the quality of work life and morale of employees and their effects on organizational operations. The study reveals that good quality of work life is necessary for an organisation to attract and to retain skilled and talented employees. Employees are the most important asset of any organization and its success or failure depends on their qualifications and performance. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the quality of work life initiatives are very important. Motivated employees and satisfied customers are the backbone of any successful organisation.

T S Nanjundeswaraswamy & Swamy D R [9], in their article "Quality of Work Life of employees in private technical institution", explain that a high quality of work life (QWL) is essential for all organisations to continue to attract and retain employees. The study reveals that male employees are more satisfied than female employees. Chi Square test shows that there are no significant relationship between demographic characteristics of employees and QWL. The study also reveals that Adequacy of Resources are more correlated and Training & Development are less correlated with QWL in teaching staffs and in case of non-teaching staffs, and Compensation & Rewards are more correlated and Work Environment are less correlated with QWL. The correlation analysis also reveals that all the dimensions of QWL are positively correlated with QWL of faculties, which indicates that enhancement in the dimensions of QWL can lead to increase the overall QWL of faculties.

III. OBJECTIVES

- (i) To analyse the hospitality employees’ quality of work-life situation in the study area.
- (ii) To identify the overall quality of work life dimensions from the hospitality industry employees’ perspective in the study area.

3.1 Limitations of the study

This study is based on the data furnished by the hospitality (hotel) employees in the study area and the observations made during the survey. An element of personal bias may affect the data to some extent. Further, the results of this study may be applicable only to areas similar to that of the study area.

3.2 Research Methodology

The study is an empirical one using both secondary and primary data. The analysis of secondary data involved a comprehensive literature review of published and semi published sources including, journals and books and thesis of various scholars.

The micro level empirical part of the research study was based on a field survey confined to the hospitality sector (Hotels) in the D. K. District of Karnataka. The study will be carried out with a structured questionnaire to hospitality employees of Dakshina Kannada District in Karnataka.

3.3 Sample size and techniques

Two hundred respondents were taken from the selected hotels in Dakshina Kannada District of Karnataka who are in hospitality employment. Employees are employed in different work departments such as front desk, attender, restaurant, kitchen, cleaning, housekeeping, servicing and others. A summary of the demographic and socio economic characteristics of respondents is presented in the tabular form.

3.4 Tools for data analysis

Data Analysis is done through basic statistical methods. The relevant data are presented in appropriate tables in this paper. Some of the relevant and interesting data are presented in the form of percentages.

3.5. Statement of the Problem

The demographic and socio-economic factors are the key factors for employees' quality of work life in the hospitality industry. Hence, in this study, these factors are traced and analysed in respect of hospitality industry in the D K District. This study is focused on the hospitality employees working in different departments such as front desk, attender, restaurant, kitchen, cleaning, housekeeping, servicing and others in the study area. So far many studies have discussed about the socio-cultural, economic and environmental aspects of hospitality industry but none of such research works have focused towards the Quality of Work Life in the Hospitality Industry Employees by considering the above factors in the study area. With due consideration, an attempt is made to study Quality of Work Life, titled "A study on Quality of Work Life in the Hospitality Industry Employees with special reference to D K District of Karnataka" practiced in the study area.

IV. RESULTS AND DISCUSSIONS

4.1 Demographic and Socio-Economic Characteristics of the Respondents

Table 4.1

Distribution of Respondents by their Demographic and Socio-Economic Characteristics

Characteristics		Nature	No. of Respondents	Percentage
1.	Gender	Male	139	69.50
		Female	61	30.50
		Total	200	100.00
2.	Age (In years)	20 – 30	38	19.00

		30 – 40	95	47.50
		40 – 50	34	17.00
		50 and above	33	16.50
		Total	200	100.00
3.	Education	Elementary & High School	28	14.00
		Graduation (General)	97	48.50
		Graduation (Hotel Management)	62	31.00
		Master Degree	13	06.50
		Total	200	100.00
4.	Income (Per Annum)	` 2 lac to ` 5 lac	128	64.00
		` 5 lac to ` 08 lac	40	20.00
		` 08 lac to ` 10 lac	24	12.00
		` 10 lac & above	08	04.00
		Total	200	100.00
5.	Marital Status	Married	155	77.50
		Single	45	22.50
		Total	200	100.00
6.	Children	NIL	06	03.87
		01	25	16.13
		02	81	52.26
		03	39	25.16
		04 & Above	04	02.58
		Total	155	100.00
		N = 200 & MRR = 155		
7.	Type of Family Structure	Joint Family	36	18.00
		Nuclear Family	164	82.00
		Total	200	100.00
8.	Nature of Employment	Permanent	46	23.00
		Contract	129	64.50
		Seasonal	25	12.50
		Total	200	100.00
9.	Experience (In years)	Less than 2 years	28	14.00
		2 to 5 years	94	47.00
		5 to 10 years	45	22.50
		10 to 15 years	21	10.50
		15 years & above	12	06.00

		Total	200	100.00
10.	Shift in Work	Day Shift	149	74.50
		Night Shift	51	25.50
		Total	200	100.00

Source: Field Work

The study shows that 69.50 per cent of the respondents are male while 30.50 per cent are female. Thus, majority of the respondents are male. It is known fact that in the hospitality industry women participation is generally less.

The result shows that 19 percent of the respondents are 20 – 30 years old; 47.50 per cent belong to 30 - 40years age bracket; 17 per cent are in 40 – 50 years and 16.50 percent are 50 & above years old. Majority of the respondents are in 30 - 40 years old bracket. It indicates that hospitality sectors prefer 30 - 40 years old bracket workers and both lower and higher age is not appropriate for the hospitality employment.

The study reveals that 14 percent of the respondents have Elementary & High School education, 48.50 per cent did Graduation (General); 31 per cent did Graduation (Hotel Management) and the remaining 6.50 per cent are Master’s Degree holder. Majority of the respondents are Graduates (General). It shows that for working in hospitality industry specialised education is not mandatory.

The result shows that majority i.e., 64 percent of the respondents’ annual income is ` 2 lac to ` 5 lac; 20 per cent having ` 5 lac to ` 08 lac, 12 per cent are in ` 08 lac to ` 10 lac category and only 4 per cent of the respondents are having annual income of ` 10 lac & above. The study clearly exhibits that hospitality employment generates low annual income.

The study result shows that 74.50 per cent of the respondents are reporting to work on a day shift while 25.50 percent attend to work on a night shift basis. The majority of the respondents work on a day shift. Working shifts generally create negative effects on health, family activities as well as on social activities.

The study reveals that majority (77.50 per cent) of the respondents are married while 22.50 per cent are single. The results also indicate that among married workers 12 are couple working in the same sector.

The study shows that 6 workers have no issues, 16.13 per cent of the respondents have 1 child, and majority of 52.26 per cent having 2 children, 25.16 per cent have 3 children and 4 workers having 4 & more children.

The study shows that 82 percent of the respondents are from nuclear family and 18 per cent of the respondents are from joint family. It points out that being a member of a nuclear family they have to fulfil the demands of the family by providing financial assistance to the parents.

The study indicates that majority, i.e., 64.50 percent of the respondents are contract workers; 23 per cent are permanent and 12.50 percent of the respondents are seasonal workers. It shows that hospitality sector prefers to hire work force without taking own risk.

The result shows that majority, i.e., 47 percent of the respondents are having 2 to 5 years work experience; 22.50 per cent are having 5 to 10 years; 10.50 per cent are 10 to 15 years’ experience; 14 per cent of the respondents are fresher (Less than 2 years) and very senior or experienced (15 years & above) are very less i.e.,

only 6 per cent. The study shows that in the industry, migration of employees after getting minimum experience is common.

4.2 Quality of work life and its Dimensions

Quality of Work Life (QWL) is a comprehensive requirement that includes an employee's job related well-being and the extent to which work experiences are rewarding, facilitated and avoiding stress and other negative personal consequences. So, it is necessary to ensure quality work life for all- round peace and prosperity. Quality of work life leads to increased employee morale too. In turn it minimizes attrition and checks labour turnover and absenteeism. Better communication and cooperation among all employees leading to cordial relations and it leads to enhanced image for the company as well as for products. A good work environment encourages entry of new talent into the organisation. Both the social and professional environment in which employees are supposed to co-operate with each other in one way or the other because workers are working in a team. This also depends upon their position and status in their work place. It may be an office or home environment as well as both the living world things and the materialistic world stuff. It is finally concluded that work environment, Organization culture and climate, Job satisfaction and Job security, Relation and co-operation, Compensation and Rewards and Training and development are the major factors which dominate all the other factors and help the employees for their better performance in the organisation. The following table describes the respondents view with regards to Quality of work life and its dimensions in the study area.

Table 4.2
Distribution of Respondents by Quality of work life and its Dimensions

Dimensions		Nature	No. of Respondents	Percentage
1.	Work environment	Satisfactory	104	52.00
		Dissatisfactory	96	48.00
		Total	200	100.00
2.	Organization culture and climate	Satisfactory	78	39.00
		Dissatisfactory	122	61.00
		Total	200	100.00
3.	Job satisfaction and Job security	Satisfactory	110	55.00
		Dissatisfactory	90	45.00
		Total	200	100.00
4.	Relation and co-operation	Satisfactory	88	44.00
		Dissatisfactory	112	56.00
		Total	200	100.00
5.	Compensation and Rewards	Satisfactory	72	36.00
		Dissatisfactory	128	64.00
		Total	200	100.00

6.	Training and development	Satisfactory	106	53.00
		Dissatisfactory	94	47.00
		Total	200	100.00
7.	Overall Quality of work life	Satisfactory	103	51.50
		Dissatisfactory	97	48.50
		Total	200	100.00

Source: Field Work

The study which exhibits that 51.50 per cent of the respondents is satisfied with the overall quality of their work life. When individual dimensions of QWL are analysed, the study produced both positive as well as negative satisfaction level. In respect of work environment, Job satisfaction and Job security, and Training and development dimensions, respondents show positive response whereas with regards to organization culture and climate, compensation and co-operation are negatively presented in the study.

V. MAJOR FINDINGS OF THE STUDY

- (i) The study shows that majority of the respondents are male. It is a known fact that in the hospitality industry women participation is generally less.
- (ii) The result shows that hospitality sectors prefer 20 - 40 years old bracket workers and both lower and higher age is not appropriate for the hospitality employment in the study area.
- (iii) The study presents that majority of the respondents are Graduates (General). It shows that for working in hospitality industry specialised education is not mandatory.
- (iv) The study clearly exhibits that hospitality employment generates low annual income to the workers in the study area.
- (v) The study result shows that majority of the respondents work on a day shift, indicates low turnover for the hospitality industry during night in the study region.
- (vi) The study reveals that majority of the respondents are married and interestingly, among them 12 couple are working in the same sector.
- (vii) The study result shows that majority (78.50 per cent) of the respondents are having 2 or less than 2 children. It shows that, they are aware of social commitment.
- (viii) The study shows that majority of the respondents are from nuclear family and it clearly suggests that having nuclear family members with an additional burden or stress of fulfilment role of the parents and they will have to pay and provide for other household services.
- (ix) The study indicates that majority of the respondents are contract workers and it shows that hospitality sector prefers to hire work force without taking own risk.
- (x) The result shows that majority of the respondents are having less than 10 years' experience. It indicates that in the industry migration of employees after getting minimum experience is common.

- (xi) The study indicates that the Work environment in the study area with Work Load, Physical working condition, Freedom in work, Working hours/ Timing and Fairness, Integrity, and trust are satisfactory to the majority respondents.
- (xii) The result shows that Organization culture and climate in the study area about Flow of Communication, Clearly defined goals and task, Involvement of employees in the management decisions and Merit based performance appraisal are not up to the expectation of the employees.
- (xiii) The study reveals that majority of the respondents are having positive opinion on Job satisfaction and Job security in their organisation with the contents of employees sharing experiences to help each other, pride in work and company and Motivation and encouragement.
- (xiv) The study clearly exhibits that in the study area Relation and co-operation within the organisation (which includes credibility, inter- department cooperation, Superior- Subordinate Relationship and Employer-Employees Relationship) is not satisfactory.
- (xv) The study presents that Compensation and Rewards from the industry is not at all satisfied to the workers. Moreover, to be specific, respondents are having total negative opinion in respect of basic salary as well as perquisites.
- (xvi) The study shows that the Training and development in the industry is encouraging to a satisfactory level but they are not satisfied with the promotion system in the study area.
- (xvii) The study presents the overall quality of work life in the hospitality industry is marginally satisfactory.

IV. CONCLUSION

The study identified various factors or dimensions of quality of work life, as contributing positively to hospitality workers, such as Work environment, Organization culture and climate, Job satisfaction and Job security, Compensation and Rewards, Training and development etc. The study identified that pay and rewards are the most important dimension which contributes to an improved quality of work life in the hospitality industry. The findings from the present study clearly shows that, low income, education qualification requirement, more concentration of youth (less experience) and domination of contract employees are the main demographics characteristics of the hospitality employees which in turn create negative image on the quality of work life in the study area.

The study highlights the factors which are positively contributing to the quality of work life, and may serve as a great source for assisting hospitality organization in creating the ultimate quality of work life requirement in the study area. This in turn will yield a competitive advantage and benefits to workers as well as industry. This study is also creating a scope for the further study on “Quality of Work Life Measurement” to judge the association between the dimensions of quality of work life and the basic demographic and socio-economic characteristics.

REFERENCES

- [1] Robbins, S.P, Organizational Behavior: Concepts, Controversies, and Applications (New Jersey: Prentice Hall, 1989).
- [2] Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser Jr, W.E. and Schlesinger, L.A, Putting the Service -Profit Chain to Work, Harvard Business Review, 72 (2), 1994, 164-174.
- [3] Kandasamy, I and Ancheri, S, Hotel employees' expectations of QWL - A qualitative study, International Journal of Hospitality Management, 28, 2009, 328-337.
- [4] Behzad Janmohammadi, Elham Shahmandi, Mehdi Khoravesh and Peyman Ali Ghanizadeh, Study of the dimensions of quality of work life and organizational productivity of the staff of tax organization of Alborz Province, Indian Journal of Fundamental and Applied Life Sciences, 5(1), 2015, 297-308.
- [5] Shefali Srivastava and Rooma Kanpur, A Study on Quality of Work Life: Key Elements & Its Implications, Journal of Business and Management, 16(3), 2014, 54-59.
- [6] Irene Kerstin Hunker, Quality of Work Life in the Hospitality Industry – The contingent workers' perspective, Copenhagen Business School, 2014.
- [7] Preethivijaimadhavan and D. Venkatarama Raju, An Empirical Study on relationship among Quality of work life and its factors, Journal of Business and Management, 12 (3), 2013, 20-28.
- [8] J.Vignesh Shankar, A Study on Employee Morale and Quality of Work Life, International Journal of scientific research and management, 2(9), 2014, 1383-1389.
- [9] T S Nanjundeswaraswamy & Swamy D R, Quality of Work Life of employees in private technical institution, International Journal for Quality Research, 7 (3), 2013, 3–14.