

An Analysis of Hospitality Employees' Quality of Work Life with Special Reference to D K District of Karnataka

Ganesha Acharya B¹, Dr. Abbokar Siddiq²

¹Dean, Department of Commerce, GovindaDasa College, Surathkal, Mangalore, Karnataka (India)

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

ABSTRACT

Human beings are basically joining organisations in their capacities to satisfy their economic, social and psychological needs. Hence, a good quality of work life of any organisation plays an important role in improving employees' working situations, their skills, attitudes and performance at large. Hospitality organisations should try to create a work atmosphere that supports improvement of work - family fields and strengthen individual's energies to successfully achieve their objectives in both fields. The purpose of this paper is to understand the relationship between hospitality employees' quality of work-life with their demographic and socio-economic characteristics 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 clearly indicates that the Quality of work life of employees in the hospitality industry is associated with Experience, Income, Education level, Number of Children and Shift in Work/ Schedule of working system of the respondents in the study area. On the other hand, the Quality of work life of employees is not associated with age, gender, Marital Status, Type of Family Structure and Nature of Employment of the respondents in the study area.

Keywords: Attitudes, Demographic and Socio-economic characteristics, Hospitality employees, Performance, and Quality of work life (QWL).

I. INTRODUCTION

Human beings are basically joining organisations in their capacities to satisfy their economic, social and psychological needs. Hence, a good quality of work life of any organisation plays an important role in improving employees' working situations, their skills, attitudes and performance at large. Quality of Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are reliable, accountable and capable of making valuable contribution to their respective organisation, so they should be treated with greater dignity and full respect.

Quality of Work Life is concerned with the overall environment of work and its impact on employees as well as on the organisation itself. Quality is no more a luxury but has become a necessity for the survival of an organisation, as in the present era, quality of human resources is the greatest asset of any organisation. Maintaining the quality of human resources depends upon ensuring quality of work life which ultimately results in overall enhancement of well-being of employees and the organisation.

The Quality of Work Life is the result of an evaluation that each employee carries out comparing his own hopes, expectations and desires with what he considers as reality. Quality of Work Life is basically the Quality of life that an employee experiences at his work place. Unless good Quality of Work Life is provided to an employee, he cannot be motivated towards work. Quality of Work Life covers all aspects of employees' work life like economic, social, demographic, psychological and organisational. Quality of work life is a complex concept. The premise of quality of work life is having a work environment where employees' activities become more important. Hospitality organisations should try to create a work atmosphere that supports improvement of work - family fields and strengthen individual's energies to successfully achieve their objectives in both fields.

II. REVIEW OF LITERATURE

Namita [1], in her article “Work-Life Balance in India-the key driver of employee engagement”, is carried out with the aim of studying the work-life balance issues by examining the literature on work-life balance policies and practices, Employee engagement and work-place culture in different industries in order to increase their productivity and retain them in the organisation for a long period of time. Apart from that an attempt against the highly increasing work load and working hours that is the primary demand of Indian organisations and expects in the course of time and what are the problems faced by the employees due to the pressure of work and what are the main problems they can be encountered. The study highlights that, in India where family issues are the top priority but due to the adverse effect of the work-life of the employees they can't give enough time to his/her family.

Adams G. A., King L.A., & King D.W [2], in their research paper, “Relationships of job and family Involvement, family and social support, and work-family conflict with job and life Satisfaction”, examine the relationships between work and family life on job and life satisfaction and the level of involvement. The study examined the effects of three types of work family conflict – role overload (having too much to do), work to family interference and family to work interference on the organisational performance and quality of life of employees. The study concludes that work-life conflict had a negative impact on organisational performance and on employees.

Loscocco K.A. [3], in his research paper “Work family linkages among self-employed women and men”, examined how people with considerable control over their work lives construct and experience work family connections. The results showed that self-employed people had considerable control over their work lives and this helped them to curb the intrusion of work into family life. However, women emphasized the importance of flexibility more than men.

Mackey K., &Boxall P L [4], in their article on “High involvement work processes, work Intensification and employee well-being: a study of New Zealand worker Experiences”, examine the work life relationship. The article highlights the employees working longer hours are more likely to report a greater imbalance in the work life relationship. The study brings out with five high involvement variables (i.e. power to make decision and act autonomously, information provision, rewards, knowledge of the job and team working) were found to be negatively correlated to work life imbalance. It was also found that increasing the availability of work life balance policies for employees did not improve the relationships when pressure to work longer hours was higher, and employees felt greater work life imbalance.

Moore Fiona [5], in his paper “Work-life balance: Contrasting managers and workers in an MNC”, to explore how British and Swedish managers dealt with competing commitments. The study reveals that employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. Individuals adopt strategies such as accommodation, negotiation to enhance their work life balance or reduce work family conflict. Findings of the study suggested that four kinds of strategies were used by the managers for maintaining work life balance. These included accommodating family terms, negotiating with the family, accommodating the organization and staggering commitments. The study showed that managers enact their work life balance strategies with both their employer and their family, particularly their partner, who also enacts boundaries between home and employer, so there are four parties to the negotiation or accommodation of needs.

Leo Jago [6], in his research paper “A framework for work – life balance practices: Addressing the needs of the tourism industry”, examined the key credentials to the issue of WLB in the tourism industry. The study identified the key issues associated with work – life balance. They are the long & unsocial hours within the industry, the levels of stress associated with job insecurity, role ambiguity, job autonomy and time pressures, together with home-life pressures and psychosomatic symptoms, are variables and that impact negatively on WLB. Apart from that, it provides an overview of the general literature and then the research that relates specifically to WLB in the tourism industry.

M Kavitha, Anupreeti T &JananiPrabha S [7], in their article “A Study on Quality of Work Life among Employees in IT Sector”, examine how the employees balance their life and to identify health determinants in working life among employees. For this purpose quality of work life is measured by taking into account employees' Health and safety, Work Environment, Job satisfaction, Motivation, Job Designing and Term Effectiveness. The study reveals that work environment, job analysis, satisfaction and motivation are the four major determinants of quality of work life which play the vital role for employees' better performance in the organization.

Ms. P V Pothigaimalai, Ms. R Buvaneswari, Ms. K Sudha&Ms.MahalakshmiVenkatesh [8], their research paper “A study on “Quality of work life” with special reference to Leopole Apparels at Coimbatore”, analysed the socio - demographic factors of the respondents, to identify the Quality of Work Life by the employees, to Study the working conditions that are excellent for people as well as for economic health of the organisation. The study concludes that

success of any organization depends on the efficiency of labour which in turn will increase the efficiency; hence the organisation should promote the Quality of work life in the employees.

III. SCOPE OF THE STUDY

Quality of work life has become the motto in in the hospitality industry, because when there is proper quality of work life for the employees it will lead to the satisfaction of the employees and leads to guest satisfaction directly, and hence the scope of the study was to analyse quality of work life and employee satisfaction in terms of QWL in hospitality industry with reference to D K District of Karnataka with due consideration of the demographic and socio-economic characteristics of the employees in the study area.

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 analysed and compared with satisfaction of overall quality of work life of hospitality industry employees 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 analysis and comparison of Quality of Work Life in the Hospitality Industry Employees in the study area. With due consideration, an attempt is made to study Quality of Work Life, titled "An analysis of Hospitality Employees' Quality of Work Life with special reference to D K District of Karnataka" practiced in the study area.

Objective

The specific objective of the study is to understand the relationship between hospitality employees' quality of work-life with their demographic and socio-economic characteristics.

Hypothesis

The study carried out with the null hypotheses that Quality of work life and demographic and socio-economic characteristics of the respondents do not depend on each other.

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 magazines and reports of various committees. The micro level empirical part of the research study was based on a field survey confined to the hospitality (Hotel) sector 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.

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.

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 and analysed with chi-square test.

Limitations of the study

This study is based on the data furnished by the hospitality employees 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. With due awareness of these limitations, an attempt is made with study titled, "An analysis of Hospitality Employees' Quality of Work Life with special reference to D K District of Karnataka" practiced in hospitality industry in the study area.

IV. RESULTS AND DISCUSSIONS

Analysis of quality work life of employees

Organisational Commitment is an approach reflecting an employees' loyalty to the organization as well as their personal satisfaction and which in turn leads to Organisational success and prospects. This Organizational commitment is determined by the quality work life of employees. In this study, quality work life of employees is compared and analysed with the Demographic and Socio-Economic Characteristics of the employees (gender, age, educational qualification, income, marital status, number of children, type of family structure, nature of employment, experience and shift in work) with overall quality work life dimensions (Work environment, Organisation culture and climate, Job satisfaction and Job security, Relation and co-operation, Compensation and Rewards and Training and development).

Relationship between Quality of work life and Experience

Table 1: Quality of work life and Experience

Experience	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Less than 5 years	56	66	122
More than 5 years	47	31	78
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Experience. We may make a null hypothesis that the Quality of work life and Experience do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows:

$$\chi^2 = \frac{N(ad - bc)^2}{(a + b)(a + c)(b + c)(b + d)}$$

$\chi^2 = 3.93$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 3.93 is more than the table value (3.841), the hypothesis is to be rejected at 5 per cent level of significance. So, we conclude that the Quality of work life and Experience are depending on each other.

Relationship between Quality of work life and Age

Table 2: Quality of work life and Age

Age	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Less than 40 years	68	65	133
More than 40 years	35	32	67
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Age. We may make a null hypothesis that the Quality of work life and Age do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic is: $\chi^2 = 2.97$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 2.97 is less than the table value (3.841), the hypothesis is to be accepted at 5 per cent level of significance. So, we conclude that the Quality of work life and age do not depend on each other.

Relationship between Quality of work life and Income

Table 3: Quality of work life and Income

Income	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Less than`8 lac	76	92	168
More than`08 lac	27	05	32
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Income. We may make a null hypothesis that the Quality of work life and Income do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic is: $\chi^2 = 16.48$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 16.48 is more than the table value (3.841), the hypothesis is to be rejected at 5 per cent level of significance. So, we conclude that the Quality of work life and income are depending on each other.

Relationship between Quality of work life and Gender

Table 4: Quality of work life and Gender

Gender	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Male	71	68	139
Female	32	29	61
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Gender. We may make a null hypothesis that the Quality of work life and Gender do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic is: $\chi^2 = 0.032$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 0.032 is less than the table value (3.841), the hypothesis is to be accepted at 5 per cent level of significance. So, we conclude that the Quality of work life and gender do not depend on each other.

Relationship between Quality of work life and Education

Table 5: Quality of work life and Education

Education	Quality of work life		Total
	Satisfactory	Dissatisfactory	
General Education	45	80	125
Vocational Education	58	17	75
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Education level of the respondents. We may make a null hypothesis that the Quality of work life and Education level of the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 32.06$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 32.06 is more than the table value (3.841), the hypothesis is to be rejected at 5 per cent level of significance. So, we conclude that the Quality of work life and Education level of the respondents are depends on each other.

Relationship between Quality of work life and Marital Status

Table 6: Quality of work life and Marital Status

Marital Status	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Married	76	79	155
Single	27	18	45
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Marital Status of the respondents. We may make a null hypothesis that the Quality of work life and Marital Status of the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 1.68$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 1.68 is less than the table value (3.841), the hypothesis is to be accepted at 5 per cent level of significance. So, we conclude that the Quality of work life and Marital Status of the respondents do not depend on each other.

Relationship between Quality of work life and No. of Children

Table 7: Quality of work life and No. of Children

No. of Children	Quality of work life		Total
	Satisfactory	Dissatisfactory	
2 and less than 2	69	43	112
More than 2	14	29	43
Total	83	72	155

Source: Field Survey N = 200 & MRR = 155

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and No. of Children to the respondents. We may make a null hypothesis that the Quality of work life and No. of Children to the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 10.54$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 10.54 is more than the table value (3.841), the hypothesis is to be rejected at 5 per cent level of significance. So, we conclude that the Quality of work life & No. of Children to the respondents depends on each other.

Relationship between Quality of work life and Type of Family Structure

Table 08 Quality of work life and Type of Family Structure

Type of Family Structure	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Joint Family	14	22	36
Nuclear Family	89	75	164
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Type of Family Structure of the respondents. We may make a null hypothesis that the Quality of work life and Type of Family Structure of the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 2.80$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 2.80 is less than the table value (3.841), the hypothesis is to be accepted at 5 per cent level of significance. So, we conclude that the Quality of work life and Type of Family Structure of the respondents do not depend on each other.

Relationship between Quality of work life and Nature of Employment

Table 9: Quality of work life and Nature of Employment

Nature of Employment	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Permanent	28	18	46
Contract & Seasonal	75	79	154
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Nature of Employment of the respondents. We may make a null hypothesis that the Quality of work life and Nature of Employment of the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 2.10$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 2.10 is less than the table value (3.841), the hypothesis is to be accepted at 5 per cent level of significance. So, we conclude that the Quality of work life and Nature of Employment of the respondents do not depend on each other.

Relationship between Quality of work life and Shift in Work

Table 10: Quality of work life and Shift in Work

Shift in Work	Quality of work life		Total
	Satisfactory	Dissatisfactory	
Day Shift	86	63	149
Night Shift	17	34	51
Total	103	97	200

Source: Field Survey

Here, we apply chi-square test to examine whether there exists any relationship between Quality of work life and Shift in Work of the respondents. We may make a null hypothesis that the Quality of work life and Shift in Work of the respondents do not depend on each other. Under the null hypothesis, we calculate the value of chi-square statistic as follows: $\chi^2 = 9.05$

From the table of chi-square probabilities, we have, $\chi^2_{0.05}(1) = 3.841$

As the computed value 9.05 is more than the table value (3.841), the hypothesis is to be rejected at 5 per cent level of significance. So, we conclude that the Quality of work life and Shift in Work of the respondents depend on each other.

V. CONCLUSION AND RECOMMENDATIONS

The study clearly indicates that the Quality of work life of employees in the hospitality industry is associated with Experience, income, Education level, Number of Children and Shift in Work/ Schedule of working system of the respondents in the study area. It clearly shows that experienced employees have a positive impact on Quality of Work Life as they are having higher degree of Quality of Work Life than inexperienced employees. In the same way, employees who have high salaries seem to be unwilling to change their jobs and more satisfied with their jobs and enjoy high level of QWL. Similarly General degree Educated employees are having positive degree of Quality of Work Life than Vocational degree Educated employees. Lesser the number of children for employees more will be the amount of Quality of Work Life. Moreover, a favourable shift in work leads to high level of Quality of Work Life for the hospitality employees in the study area.

On the other hand, the Quality of work life of employees is not associated with age, gender, Marital Status, Type of Family Structure and Nature of Employment of the respondents in the study area. The study exhibits that, age of the respondents (old or young), gender (male or female), marital status (single or married), family structure (Nuclear

Family or joint Family) and the nature of employment (permanent or contract) are totally independent, which never influence the Quality of work life of employees in the hospitality industry in the study area.

Quality of work life should not be compromised by hospitality industry. The management should recognise the fact that, the greater the status attributed to work, an occupation, or a specific job, the more satisfaction yielding it becomes to the performer. Therefore, all the ingredients that will make work rewarding to employees such as job enrichment, socio technical redesign, rewards, self-managed teams, and work force awareness among others are to be encouraged by the management.

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