

Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry

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Abstract: Hotel Industry is known for its lengthy occupancies and long working hours. It is the industry with the most uncertain duty roasters, strict professional environment and heavy and sudden work pressures inducing lot of physical and mental labour.

This often causes the employees to undergo major personal life adjustments and self psychological adaptations causing permanent transitions in personality. It ultimately affects the working.

Hence, this research paper attempts to understand quality of work life of hotel employees and its impact on their satisfaction level. It also presents a comparative analysis of the satisfaction level of employees working in chain and non-chain hotels in Udaipur. Chi- square test and Z –test have been applied to test the Null Hypothesis. Suggestions for improvement of quality of work life of hotel employees have been incorporated in the paper.

Key words: Work life, Satisfaction, hotel employees

I. Introduction

Hotel Industry is known for its lengthy occupancies and long working hours. It is the industry with the most uncertain duty roasters, strict professional environment and heavy and sudden work pressures inducing lot of physical and mental labour. This often causes the employees to undergo major personal life adjustments and self psychological adaptations causing permanent transitions in personality. It ultimately affects the working.

Work Life balance as the two terms indicate, relates to an employee's attainment and fulfillment of professional and personal goals simultaneously. The two aspects profession and personal life are like the two sides of a coin which always remain contrary to each other but satisfaction of both is equally important. The demands and satisfaction levels vary from industry to industry depending on the work patterns, timings and pressures.

Udaipur, well known as an International Tourists destination has some of the major chain and non chain hotels. The hotels offer ample employment opportunities and work highly on enhanced employability and retainbilty.

1.1 Major Chain and non- chain hotels of Udaipur District:

1.1.1 Chain Hotels:

- 1) The Leela Palace
- 2) The Lalit Laxmi Vilas
- 3) The Oberoi Udai Vilas
- 4) Trident
- 5) HRH Group
- 6) Ramada
- 7) Sheraton
- 8) Golden Tulip
- 9) Devi Garh
- 10) Club Mahindra
- 11) Taj lake palace

1.1.2 Non-Chain Hotels of Udaipur District:

- 1) Hotel Chunda Palace
- 2) Fate Garh
- 3) Bhairav Garh
- 4) Udai Kothi
- 5) Valley view
- 6) Hotel Grand Sita
- 7) Ambience
- 8) Jai Singh Garh
- 9) Hotel Paras Mahal

III. Research Methodology

3.1 Objectives of the research:

- To assess the impact of quality work life on employee satisfaction in Chain hotels.
- To assess the impact of quality work life on employee satisfaction in Non- Chain hotels.
- To assess difference in satisfaction level of hotel employees with respect to quality work life in chain and non-chain hotels.

3.2 Hypothesis

H₀₁: There is no significant impact of quality of work life on employee satisfaction in Chain Hotels.

H₀₂: There is no significant impact of quality of work life on employee satisfaction in Non- Chain Hotels

H₀₃: There is no significant difference in the satisfaction level of hotel employee with respect to quality work of life in Chain and Non-Chain Hotels.

3.4 Research techniques

Research Design	Descriptive
Data Collection Method	Random sampling method
Data Sources	Primary & Secondary
Sample Area	Chain and Non-Chain hotels of Udaipur
Sample Size	120
Type Of Questionnaire	Structured
Research Instrument	Questionnaire
Statistical Tools Used	Mean, Percentage, Standard Deviation, Chi-square test, “Z” Test
Scaling techniques	Likert’s five point scale

IV. Data Analysis and Interpretation

4.1 Opinion on being very busy and impatient.

Chain Hotels

Table 1

S.no.	Response	No. of respondents	Percentage of respondents
1	Always	0	0%
2	Often	21	35%
3	Sometimes	18	30%
4	Rarely	21	35%
5	Never	0	0%
	Total	60	100%

Mean: 3

Non- chain Hotels

Table 2

S.no.	Response	No. of respondents	Percentage of respondents
1	Always	0	0%
2	Often	9	15%
3	Sometimes	42	70%
4	Rarely	6	10%
5	Never	3	5%
	Total	60	100%

Mean: 2.95

It is interpreted from table 1.1 and 1.2 that both the employees of chain and non chain hotels sometimes feel very busy and impatient on job with observance from the mean value as 3 and 2.95 respectively.

4.2 Opinion on getting angry on a frequent basis.

Chain Hotels

Table 3

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	0	0%
2	Often	6	10%
3	Sometimes	18	30%
4	Rarely	21	35%
5	Never	15	25%
	Total	60	100%

Mean: 2.25

Non- chain hotels

Table 4

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	0	
2	Often	6	10%
3	Sometimes	33	55%
4	Rarely	6	10%
5	Never	15	25%
	Total	60	100%

Mean: 2.5

It is interpreted from table 2.1 and 2.2 that both the employees of chain and non chain hotels sometimes get angry on frequent basis on the job with observance from the mean values as 2.25 and 2.5 respectively.

4.3 Opinion on coping with too many organizational or job task changes.

Chain hotels

Table 5

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	6	10%
2	Often	15	25%
3	Sometimes	12	20%
4	Rarely	21	35%
5	Never	6	10%
	Total	60	100%

Mean: 2.9

Non-Chain hotels

Table 6

S. No.	Response	No. of respondents	Percentage of respondent
1	Always	3	5%
2	Often	15	25%
3	Sometimes	12	20%
4	Rarely	15	25%
5	Never	15	25%
	Total	60	100%

Mean: 2.6

It is interpreted from table 3.1 and 3.2 that both the employees of chain and non chain hotels sometimes face difficulty to cope with organizational or job task Changes with observance from the mean values as 2.9 and 2.6 respectively.

4. 4 Opinion on feeling pressurized by too many demands from guest /boss

Chain hotels

Table 7

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	6	10%
2	Often	9	15%
3	Sometimes	18	30%
4	Rarely	15	25%
5	Never	12	20%
	Total	60	100%

Mean: 2.7

Non-chain hotels

Table 8

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	3	5%
2	Often	18	30%
3	Sometimes	18	30%
4	Rarely	9	15%
5	Never	12	20%
	Total	60	100%

Mean: 2.85

It is interpreted in table 4.1 and 4.2 that both the employees of chain and non chain hotels sometimes feel pressurized by too many demands from Guest /boss too many organizational or job task changes with observance from the mean values as 2.7 and 2.85 respectively.

4.5. Opinion on dislike towards turning over responsibility to others.

Chain hotels

Table 9

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	21	35%
2	Often	6	10%
3	Sometimes	12	20%
4	Rarely	9	15%
5	Never	12	20%
	Total	60	100

Mean: 3.25

Non Chain hotels

Table 10

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	15	25%
2	Often	9	15%
3	Sometimes	18	30%
4	Rarely	6	10%
5	Never	12	20%
	Total	60	100%

Mean: 3.15

It is interpreted in table 5.1 and 5.2 that both the employees of chain and non chain hotels sometimes dislike turning over responsibility to other with observance from the mean values as 3.25 and 3.15 respectively.

4.6 Opinion on “Worry robs me of time and energy”.

Chain Hotels

Table 11

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	3	5%
2	Often	21	35%
3	Sometimes	12	20%
4	Rarely	15	25%
5	Never	9	15%
	Total	60	100%

Mean: 2.9

Non-Chain hotels

Table 12

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	6	10%
2	Often	12	20%
3	Sometimes	15	25%
4	Rarely	15	25%
5	Never	12	20%
	Total	60	100%

Mean: 2.75

It is interpreted in table 6.1 and 6.2 that both the employees of chain and non chain hotels sometimes feel that worry robs them of time and energy with observance from the mean values as 2.9 and 2.79 respectively.

4.7. Opinion on putting things off until it's too late, or no longer matters.

Chain Hotels

Table 13

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	9	15%
2	Often	0	0%
3	Sometimes	9	15%
4	Rarely	15	25%
5	Never	27	45%
	Total	60	100%

Mean: 2.15

Non-Chain hotels

Table 14

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	3	5%
2	Often	12	20%
3	Sometimes	30	50%
4	Rarely	6	10%
5	Never	9	15%
	Total	60	100%

Mean: 2.9

In table 7.1 and 7.2 it is observed that employee of chain hotel rarely put things off until it's too late with the mean value as 2.15. However the employees of non chain hotel sometimes put things off until it's too late with the value as 2.9.

4.8. Opinion on planning my day-every day is difficult for me.

Chain Hotels

Table15

S.no.	Response	No. of respondents	Percentage of Rating respondent
1	Always	9	15%
2	Often	3	5%
3	Sometimes	3	5%
4	Rarely	18	30%
5	Never	27	45%
	Total	60	100%

Mean: 2.15

Non-Chain hotels

Table 16

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	0	0%
2	Often	24	40%
3	Sometimes	12	20%
4	Rarely	15	25%
5	Never	9	15%
	Total	60	100%

Mean: 2.85

In table 8.1 and 8.2 it is observed that employee of chain hotels rarely find difficulty to plan their day-every day with the value as 2.15. However the employees of non chain hotel sometimes find difficulty to plan their day-every day with the value as 2.85.

4. 9. Opinion on being unable to establish a clear direction and develop personal and career goals.

Chain Hotels

Table 17

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	6	10%
2	Often	15	25%
3	Sometimes	3	5%
4	Rarely	9	15%
5	Never	27	45%
	Total	60	100%

Mean: 2.4

Non-Chain hotels

Table 18

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	6	10%
2	Often	15	25%
3	Sometimes	18	30%
4	Rarely	6	10%
5	Never	15	25%
	Total	60	100%

Mean: 2.85

In table 9.1 and 9.2 it is observed that employee of chain hotels rarely find difficulty to establish a clear direction and develop personal and career goals with the value of 2.4. However the employees of non -chain hotels sometimes find difficulty to establish a clear direction and develop personal and career goals with the value of 2.85.

4.10. Opinion on finding difficulty to create a health work and life balance.

Chain Hotels

Table 19

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	3	5%
2	Often	15	25%
3	Sometimes	15	25%
4	Rarely	15	25%
5	Never	12	20%
	Total	60	100%

Mean: 2.7

.Non-Chain hotels

Table 20

S.no.	Response	No. of respondents	Percentage of respondent
1	Always	12	20%
2	Often	12	20%
3	Sometimes	15	25%
4	Rarely	6	10 %
5	Never	15	25%
	Total	60	100%

Mean: 3

It is interpreted in table 10.1 and 10.2 that both the employees of chain and non- chain hotels sometimes find difficulty to create a health work and life balance with the value of 2.7 and 3.

4.11 Calculation of Chi-square Test (Chain Hotels)

Table 21

Calculated value	Degree of freedom	% of significance	Tabulated Value
320.52	36	5 %	50.998

At 5% significance level for 36 degree of freedom, the calculated value of Chi-Square is 320.52 which is higher than the tabulated value 50.88 therefore the H01 is rejected. This means that the quality of work life balance has a significant impact on employee satisfaction in Chain hotels. Therefore the Null hypothesis is rejected.

4.12 Calculation of Chi-square Test (Non-Chain Hotels)

Table 22

Calculated value	Degree of freedom	% of significance	Tabulated Value
130.31	36	5 %	50.998

At 5% significance level for 36 degree of freedom, the calculated value of Chi-Square is 130.31 which is higher than the tabulated value 50.88 therefore the H02 is rejected. This shows the quality work life has significant impact on employee satisfaction in Non-Chain hotels.

4.13 Calculation of “Z” Test

Table 23

Calculated value	% of significance	Tabulated Value
0.77	5 %	1.96

At 5% level of significance, the calculated value of ‘Z’ test is 0.77 which is lower than the tabulated value 1.96 therefore the H03 is accepted. There is no significant difference in the satisfaction level of hotel employee with respect to quality work of life in Chain and Non-Chain Hotels.

V. Conclusion

The fact that employee working in the organization is also a social human being if remembered will always make the professional work environment comfortable and flexible. To maintain the above, the following can be implemented:

- Job enrichment to give employee the freedom and responsibility in achieving work goals.
- Open door policies and transparencies within the top level management should be maintained.
- Work place should be responsive to employee’s needs.
- Flexible working arrangements to satisfy the social responsibilities should be made.
- Deeper understanding of the inter play between work & family should be encouraged.
- Recognizing important occasions like birthdays, giving flowers for wedding anniversaries.
- Providing employees with one month off with pay. In addition to this, money is given for airlines, cruise, hotels etc.
- Providing nap rooms at work.
- Providing massage therapy on site.
- Providing access to medical advice through 24 hours telephone line.
- Maintaining work/family account to officer financial assistance to employees when needed.
- Offering continental breakfast every working day.
- Encouraging employees to learn non job related lessons like sailing, cooking, horseback riding, tennis etc.
- Offering free lifestyle events like fry cooking, walking clubs, periodic medical screenings personal training and fitness consultation etc.
- Designing an awards program which helps employees earn points by exercising regularly, quitting smoking and drinking and to achieve and maintain weight targets.
- Offering a telecommuting day or a work at home day.
- Rewarding employees who have served the company for a long time like silver jubilee celebrating at work.
- Offering personal enrichment classes like dancing, painting, creative writing etc.
- Providing medical assistance through an on-site medical unit.

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