

QUALITY OF WORK LIFE AND WOMEN: A CASE OF HOTEL INDUSTRY

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Abstract *The Quality of Work Life has emerged a pivotal research area in both developed as well as developing countries of the world especially hotel sector which people are recognised as a valuable asset. This study aims to make an in depth study of the factors of QWL that attribute to the satisfaction of women in the hotel industry, thereby suggesting various ways and means to improve the QWL among the women in this industry in Selected Hotel Chains in India i.e Taj, Oberoi, Ashok, Welcome and Radisson. The results of the study depicted that on the overall QWL index, women employees are satisfied with quality of work life in the hotel industry. Also, a comparison of the undermined QWL factors was made on the basis of chain and on the basis of location using ANOVA. In both these cases, it was proved that satisfaction of women employees remain to be the same.*

Keywords QWL, Hotel Industry, Gender, ANOVA, Factor Analysis

INTRODUCTION

The Quality of Work Life (QWL) has assumed increasing interest and importance in both developed as well as developing countries of the world. It is considered as one of the major problems being faced. The issue is not only achieving greater human satisfaction but also aims at improving productivity, adaptability and overall effectiveness. The quality of work life, in a broader sense seeks to achieve integration among the technological, human, organizational and societal demands, which are often contradictory and conflicting. (Ratnam, Srivasatva, 1991). Especially in the Service industry owing to special characteristics like Intangibility, Perishability, Variability and Inseparability (Khanna, 2007); that too in the new emerging trends and areas like Tourism and Hospitality, Banking and Financial services, Education, IT etc. Of these, tourism consumption has undergone a significant transformation; as a result, tourists have become more aware of their rights claiming compensation for poor quality products and services. Moreover, in an increasing competitive environment, tourism businesses are striving hard to move towards a new model based on quality vis-à-vis competitive advantage. Further, in this industry the

involvement of Human factor in the qualitative delivery of product and services has resulted in more attention towards the issue of efficiency, satisfaction and improvement and enhancement in the Quality of Work Life.

Infact, the term QWL implies a wide variety of improvement efforts in the organization. Now, this concept has become wider and it has different meanings to different people. The American Society of Training and Development established a task force on the Quality of Work Life (QWL) in 1979. This task force defined QWL as “a process of work organizations which enables its members at all levels to actively participate in shaping the organization’s environment, methods and outcomes. This value based process is aimed towards meeting the turn goals of enhanced effectiveness of organization and improved quality of life at work for employees” (Skrovan, 1980). In the light of the above, the scope of QWL seems to be broader than many labor legislations enacted to protect the workers. It is more than a sheer work organization movement which focuses on job security and economic growth to the employees.

Some authors identified the actual beginning of QWL in the British coal mines 30 years ago. Various authors defined

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QWL in different ways e.g. it is defined as “enriching the nature of work experience, grappling with issues of efficiency and satisfaction”. (Wilson, 1973).

The term QWL initially created a great deal of semantic confusion among academicians and practitioners. In response to the demand for clarity about what QWL is, in 1977, the staff of the American Center for the Quality of Working Life developed the following definition of Quality of Work Life improvements:

“QWL improvements are any activity which takes place at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth a process through which the stakeholders in the organization- management, union(s) and employees- learn how to determine for themselves what actions, changes, and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of work life at work for all members of the organization and greater effectiveness for both the Company and the Union.” (Ozley & Ball, 1982).

A large number of attempts have been made to identify various dimensions of this concept. Some have emphasized the improvement in work conditions leading to better quality of life, while others feel a fair compensation and job security should be emphasized upon. Different studies (Beenarjee & Roja Rani, 2004; Merton, 1977; Herrick & Maccoby, 1975; Jain, 1991; Klatt, Mudrick & Schuster, 1985; Muniramappa, Shankaraiah & Pantulu, 1992; Walton, 1974) have identified different dimensions for the study of QWL from time to time. Walton (1974) proposed 8 conceptual categories that together make up the QWL. These are- Adequate and fair compensation; Safe and healthy working conditions; Immediate opportunity to use and develop human capacities; Opportunity for continued growth and security; Social integration in the work organization; constitutionalisation in the work organization; Work and total life space; and the social relevance of work life. The basic concept underlying the QWL is what has come to be known as “humanization of work”. It involves basically the development of an environment of work that stimulates the creative abilities of the workers, generates cooperation, and interest in self-growth. Herrick and Maccoby (1975) have identified four basic principles which summaries the humanization of work. These are the Principle of Security; the Principle of Equity; the Principle of Individuation; and the Principle of Democracy.

These QWL parameters become more important in the present scenario of Gender sensitive environment among the women employees and hence needs more attention. The article in Caterer- **FHRAI Magazine** ([www. Genderissues.com](http://www.Genderissues.com), 2002) went on to assert, “being a mother enriches the woman with personal qualities like patience, tolerance, will

power and empathy for others.” These qualities are very valuable in the hospitality industry. They also have special attributes for the hospitality industry as they possess those qualities which are required in the hospitality industry. (FHRAI, www.genderissues.com). Women and hospitality industry shows a very significant link with each other. As Hall Taylor (1997) has argued, the association of “soft skills” with women has had both positive and negative implications for them. Whilst it may draw attention to the value women can bring to junior and middle management, it also has the effect of marginalizing women in relation to senior management which is seen as the domain of “hard skills”. Numerous studies have investigated why women work in tourism and what types of work-related problems they face when working in this industry (Brownell, 1994; Burgess, 2003; Burrell, Manfredi, Rollin, Price & Stead, 1997; Cukier, Norris & Wall, 1996; Doherty, 2004; Doherty & Manfredi, 2001; Hemati, 1999; Hjalager & Andersen, 2001; Iverson, 2000; Kattara, 2005; Knutson & Schmidgall, 1999; Ng & Pine, 2003; Purcell, 1997; Szivas & Riley, 1999; Szivas, Riley & Airey, 2003; Sehanovic, Zugaj, Krizman & Bojanic-Glavica, 2000; Woods & Viehland, 2000). An Executive summary of “Research Presentation: Women, Employment and Tourism in Post-totalitarian Bulgaria” by Ghodsee Kristen (2003) argued that the unique historical circumstances of command economies, favours the physical labor and have given women a peculiar advantage in the burgeoning service sectors of post socialist countries. This is more applicable in tourism and hospitality industry. Recently, a National Commission on Women in a Sectoral meeting of Hotels in Delhi has emphasized the significance and importance of the working conditions of women in the hotel industry over the last few years.

But in India, it has been seen that less number of women employees prefer hotel industry. As per FHRAI report (2002), the women general managers are likely to be less than 10% in 5-star deluxe hotels and much less in other hotels (Woods & Douglas, 2003). Despite the fact that female employees working in five star hotels in a developing country are satisfied with working in this industry (Okumus, Sariisik & Naipul, 2008); yet not many women actually work in Indian hospitality industry. As shown by FHRAI report in totality only 9% (approx) women work in the hospitality sector in India. Thus, in the overall scene, it is very depressing to know that only a few women actually work in this industry. The gender gap starts widening at the very onset- at the time of admissions in hospitality education institutes. As per Magazine, many parents in India do not want their daughters to join the hotel industry because of its reputation for long working hours, night shifts, and greater chances of being sexually harassed. A number of women who join the hotel industry quit after sometime. Apart from other reasons, which apply to men also, like shifting to sectors like Call

centers, cruise liners, etc., women tend to leave for many reasons like family pressure, marriage and having small children.

Doherty (2004) explored the main barriers to women's progression and highlighted the long hours associated with the managerial roles as a major problem. The researcher further pointed out that a stronger equal opportunities approach is problematic as it draws attentions to women's "difference" to men and their need for special treatment. It has also been seen that in this industry, there is a very high attrition ratio among the women. Normally it is considered that the working conditions are not congenial for women in this industry. Thus despite the fact that women are best suited for the jobs in hotel industry, they do not stay there for longer durations. The reason cited could be the sexual harassment cases at the work place. In a study (Bland and Stalcup, 2001), it was found that the complaints of sexual harassment went up about 10% each year between 1995 and 1998. This might be because of the fact that the jobs here demand late hours, non flexibility in their timings, etc. Apart from this, absence of dress codes, new globalizes body language, etc may induce a cultural confusion among immature employees and the guests that could aggravate relationships and increase the potential for harassment. The other work-related problems include gender inequality, low wages, irregular and unsocial working hours, less time for family responsibilities, harassment, and difficulty in getting promotion (Brownell, 1994; Burgess, 2003; Doherty, 2004; ILO, 2001; Kusluvan, 2003; Purcell, 1996; Purcell, 1997). For example, in spite of increased employment of women in all management levels, the inequalities in work and pay have not yet been overcome. Women are generally employed at lower levels for the same length of service and have career breaks, which impact on their salaries and promotions (Burgess, 2003; Doherty, 2004; ILO, 2001). Conflicts between family responsibilities and work affect women's decisions to work in tourism (Brownell, 1994; Doherty, 2004). For example, female workers may prefer spending more time with their families and children but they are often forced to work long hours in order to provide financial support for their families (The Gender Wage Gap, 2004). In addition, the combination of physically demanding work and long work hours often deter women from working in tourism organizations. For women, working for tourism organizations may mean spending limited time with the family, friends and relatives for social interaction, communication and leisure.

However, in a number of studies (Maxwell, 1997; Ng & Pine, 2003) it was found that many women are committed and willing to work night shifts, long hours and weekends in order to progress in their careers. Guerrier (1986) has distinguished between formal aspects of male exclusionary practice; the way that jobs and working hours are constructed; and informal aspects- the "old boy" network of informal

recruitment practices circumscribed by prejudice and stereotyped thinking, which discourages women and encourages men to apply for career advancement. Operational hotel management has traditionally required long working hours, willingness to be geographically mobile and is an occupation where the boundaries between work and non-work are difficult to draw and such aspects have often been referred to by managers, including women themselves, as a distinctive to women (Hicks, 1991; Caterer & Hotelkeeper, 1994). Hotel Companies, therefore, need to enrich their workforce by recruiting and retaining more women employees. They will have to take conscious decisions to evolve certain policies which are women friendly and take care of their special problems such as flexible working hours for women, longer maternity leave and convenient shifts to mothers since women have as much capacity for hard work and talent for intellectual inputs, creativity and efficiency as men do.

RESEARCH OBJECTIVE

With this backdrop, the Present study aims to make an in-depth study of the factors of QWL that attribute to the satisfaction of women in the hotel industry thereby suggesting the various ways and means to improve the QWL among the women in this industry in Selected Hotel Chains in India. The research work is based on the following hypotheses-

H1: The level of QWL among women is satisfactory in hotel industry.

The various sub hypotheses taken under H1 are as follows-

H1.a: *There is no significant difference regarding the QWL factor index on the basis of chains under study.*

H1.b: *There is no significant difference regarding the QWL factor index on the basis of location of the select hotels.*

RESEARCH METHODOLOGY & INSTRUMENT DEVELOPMENT

The purpose of the study is to examine QWL among the women employees working in the Select Chain Hotels in Northern India and the study is empirical in nature. For the purpose of this Study, 5 Major Hotel chains in Northern India viz. Radisson, Oberoi, Taj, Ashoka and Welcome are been taken. The Respondents (50% sample) were taken according to the 3 Strata [according to their hierarchal level i.e., Managerial level, Supervisory level and Operational level] in all these chains. In those hotels where the number of women employees is less than 10, all the respondents were taken while as where the number of respondents is more than 10, 50% of the total number of women employees in each strata were taken, and on the basis of the Random sampling. So the use of Stratified random sampling was made for the selection of Women employees in the select hotels.

In total, 50% of the population was taken for the study-

In case of the hotels where less than 10 women employees are there = census was taken

In case of the hotels where more than 10 women employees are there = 50% of the sample was taken according to the stratas (50% of women employees from each strata)

Sample Design

The selected sample size for Taj, Ashok, Radisson, Welcom and Oberoi are 110, 30, 32, 57 & 97 respectively while as the number of responses for these chains have come out to be 52, 29, 26, 33 and 65 leading to the percentage response rate (approx.) of 47% for Taj, 97% for Ashok, 81% for Radisson, 58% for Welcom and 67% for Oberoi respectively. Thus the overall %age response rate (approx.) is 63%.

Hotel Chains Selected Sample Size No. of Responses %age response rate (apprx.)

TAJ	110	52	47%
ASHOK	30	29	97%
RADISSON	32	26	81%
WELCOM	57	33	58%
OBEROI	97	65	67%
Total	326	205	63%

Instrument Development

The present study, on the evaluation of quality work life among women employees in the Indian hotel industry is based on the first hand data gathered personally from 205 experienced and knowledgeable women employees selected through random sampling from Jammu, New Delhi, Shimla, Ludhiana, Jalandhar and Agra. The survey instrument is self-administered and is consisted of three sections. The questions in the first section are about demographic profile of the respondents like age, hierarchical level, marital status, income level, period of work in the hotel, etc. In the second part, 25-item QWL index is developed by the researcher keeping in view the past studies (Beenarjee & Roja Rani, 2004; Merton, 1977; Herrick & Maccoby, 1975; Jain, 1986; Klatt, Mudrick & Schuster, 1985; Muniramappa, Shankaraiah & Pantulu, 1992; Walton, 1974). The various items in the QWL index include- Salary; Working conditions; Job rotation; Retirement benefits; Health care benefits; Access to recreational, sporting/ fitness facilities; Workload; Opportunity to develop/ enhance new skills; Competency of co-workers; Access to cultural events; Fair and equitable work performance evaluation; Opportunity

for developing scholarly pursuits; Flexible working hours; Job security; Sense that your work is meaningful; Relation with supervisor; Relation with co-workers; Opportunity to use multi skills; Opportunity to work independently; Recognition for achievements; Opportunity to develop new areas; Availability of on campus child care; Work space; Social security plans for women; and Sexual harassment. For each item, respondents used 5-point Likert scale to respond their opinion i.e 1 being "Highly dissatisfied" to 5 being "Highly Satisfied". A Pilot Survey entitled "Quality of Work Life in Hotel Industry of Jammu" was conducted to find out the reliability and validity of the questionnaire. The sample size of the pilot study was 96. The coefficient alpha of 0.87 is recorded for QWL parameters that show that the questionnaire is reliable to conduct the research work. This research work is published in "Tourism Education – An Emerging Essential"***.

The final section of the questionnaire deals with the strategies, initiatives and suggestions from the respondents for the enhancement of QWL in the hotel industry.

Statistical Tools Applied: The Following Statistical Tools are Applied in the Study

- Percentage were used in analyzing female employees' profile.
- Mean and S.D were used to deduce their opinion regarding the QWL satisfaction index.
- Factor analysis was used to reduce the statements of QWL Satisfaction index.
- ANOVA was carried out to explain the variance among the factors on the basis of chains taken under study and on the basis of location.

ANALYSIS AND INTERPRETATIONS

The demographic Profile of the Respondents is reflected in Table 1. It is clear from the table that out of 205 total respondents, 46 (22.44%) are from Taj, 66 (32.19%) are from Oberoi, 25 (12.19%) are from Radisson, 35 (17.08%) are from Ashok and remaining 33 (16.10%) belong to the Welcom Group. Majority of the employees i.e 145 (70.73%) are from the hotels located in Delhi followed by 26 (12.68%) from Agra, 13 (6.34%) are from Shimla and 5 (2.44%) from Jammu.

Majority of the respondents are in the age group of 15-30 i.e 150 constituting 73.17% followed by 30-45 i.e 43 (20.98%). Maximum of the respondents are single i.e 127 (61.95%) and 73 are married (35.61%) and separated or divorced constituted 5 i.e 2.44% of the total sample. As far as the hierarchical level is concerned, maximum respondents i.e 82

Table 1: Demographic Profile of the Respondents

S. No.	Variable	No. of Respondents	%age
1.	CHAIN		
	(a) Taj	46	22.44
	(b) Oberoi	66	32.19
	(c) Radisson	25	12.19
	(d) Ashok	35	17.08
	(e) Welcom	33	16.10
2.	LOCATION		
	(a) Delhi	145	70.73
	(b) Agra	26	12.68
	(c) Ludhiana	6	2.93
	(d) Jalandhar	10	4.88
	(e) Shimla	13	6.34
	(f) Jammu	5	2.44
3.	CATEGORYOFHOTEL		
	(a) 3 Star	5	2.44
	(b) 4 Star	6	2.93
	(c) 5 Star	63	30.73
	(d) 5 Star Deluxe	131	63.90
4.	HEIRARCHAL LEVEL		
	(a) Managerial	56	27.32
	(b) Supervisory	82	40.00
	(c) Operational	67	32.68
5.	AGE (in yrs.)		
	(a) 15-30	150	73.17
	(b) 30-45	43	20.98
	(c) 45-60	12	5.85
	(d) Above 60	0	0
6.	MARITAL STATUS		
	(a) Single	127	61.95
	(b) Married	73	35.61
	(c) Separated/Divorced	5	2.44
	(d) Widowed	0	0
7.	EDUCATIONAL LEVEL		
	(a) Below 12th	8	3.90
	(b) Graduation	123	60.00
	(c) Post-Graduation	57	27.80
	(d) Doctorate	4	1.95
	(e) Professional Qualification	13	6.34
8.	TIME PERIOD IN HOTEL INDUSTRY(in yrs)		
	(a) 0-5	128	62.44
	(b) 5-10	43	20.98
	(c) 10-15	13	6.34

	(d) 15-20	12	5.85
	(e) Above 20	9	4.39
9.	TIME IN THIS HOTEL (in yrs)		
	(a) 0-5	153	74.63
	(b) 5-10	35	17.08
	(c) 10-15	9	4.39
	(d) 15-20	6	2.93
	(e) Above 20	2	0.97
10.	MONTHLY INCOME (in Rs)		
	(a) Below 10,000	66	32.19
	(b) 10,000-20,000	70	34.15
	(c) 20,000-30,000	49	23.91
	(d) 30,000-40,000	16	7.80
	(e) Above 40,000	4	1.95

Source: self survey

(40%) belong to the supervisory level followed by operational level 67 (32.68%) and the remaining 56 i.e. 27.32% belong to the Managerial level.

Demographic profile of the respondents also indicates that most of the respondents under study have the qualifications as Graduate i.e. 123 (60%). But a very less Women under study are professionally qualified i.e. 13 (6.34%) and almost negligible are Doctorates i.e. 4 (1.95%).

It is also pointed out from the table that most of the respondents have spent the time period of 0-5 years in the hotel industry, and at the same corresponding time spent in the hotel industry as 128 (62.44%) and in the same hotel as 153 (74.63%) respectively.

As for monthly income of the respondents is concerned, there is negligible difference among the respondents having below Rs 10,000 i.e. 66 (32.19%) and the respondents having income between Rs. 10,000-20,000 i.e. 70 (34.15%) respectively.

QWL in The Hotel Industry

QWL Index

To study the satisfaction level among the women employees in the hotel industry, a 25-item QWL index is developed by the researcher keeping in view the past studies and various factors and considerations in the hotel industry of the study area. And the last parameter studies the overall QWL satisfaction score. For each item, respondents used 5-point Likert scale to respond their opinion i.e. 1 being "Highly dissatisfied" to 5 being "Highly Satisfied".

Table 2 provides the information on the satisfaction of women employees on QWL index. It has been seen

that the satisfaction was found highest with 'Relation with Supervisor' (Mean=4.000) and 'Relation with Co-workers' (Mean=4.088). The mean score of satisfaction with other QWL variables are 'Working Conditions' (Mean=3.976) followed by 'Sense that your work is meaningful' (Mean=3.755), 'Job Security' (Mean=3.688), 'Work space' (Mean=3.621), 'Opportunity to use multi skills' (Mean=3.561), 'Opportunity for scholarly pursuits' (Mean=3.488), 'Flexible working hours' (Mean=3.488), 'Salary' (Mean=2.776), 'Retirement benefits' (Mean=2.40) and 'Availability of on campus child care' (Mean=1.346) respectively.

ADEQUACY AND SCALE PURIFICATION

The face and content validity of the constructed instrument was duly tested. The Kaiser-Meyer-Olkin values for the aforesaid variables comes out to be 0.823 which indicates the high degree of construct validity.

FACTOR ANALYSIS

For determining the Quality of Work Life among women employees in the hotel industry, dimensionality of the items of scale, data reduction technique of exploratory Factor analysis has been used. This multivariate technique used through SPSS (11.5 version) is most appropriate for the present study as it involves the examination of inter relationship among variables so as to reduce large number of dimensions into few manageable and meaningful sets (Stewart, 1981). The study has used R-mode principal component analysis with a Varimax rotation (Kakati and Dhar, 2002) as the number of subjects was greater than the number of variables. Varimax rotation is the best orthogonal rotation procedure (Stewart, 1981) as it minimizes the

Table 2: Statement wise QWL index in hotel industry (N=205)

QWL PARAMETERS	Satisfaction Mean
	Scores (X)
Salary	2.776
Retirement benefits	2.40
Health care benefits	3.215
Access to recreational, sporting/fitness facilities	3.005
Workload	3.415
Opportunity to develop/ enhance new skills	3.475
Working conditions (safety, comfort, etc)	3.976
Competency of Co-workers	3.731
Access to cultural events	3.288
Fair and equitable work performance evaluation	3.376
Opportunity for developing scholarly pursuits	3.488
Flexible working hours	3.488
Job security	3.688
Sense that your work is meaningful	3.755
Relation with Supervisor	4.000
Relation with Co-workers	4.088
Opportunity to use multi skills	3.561
Opportunity to work independently	3.458
Recognition for achievements	3.456
Opportunity to develop new areas	3.176
Availability of on campus child care	1.346
Work space	3.621
Social security plans for women like pick and drop	3.434
Transportation facilities	
Sexual harassment (Physical, verbal, non-verbal) at work	3.180
Job rotation	3.387
Overall QWL	3.722
1= Highly Dissatisfied 2= Not satisfied 3= To a certain extent 4= Satisfied 5= Highly satisfied	

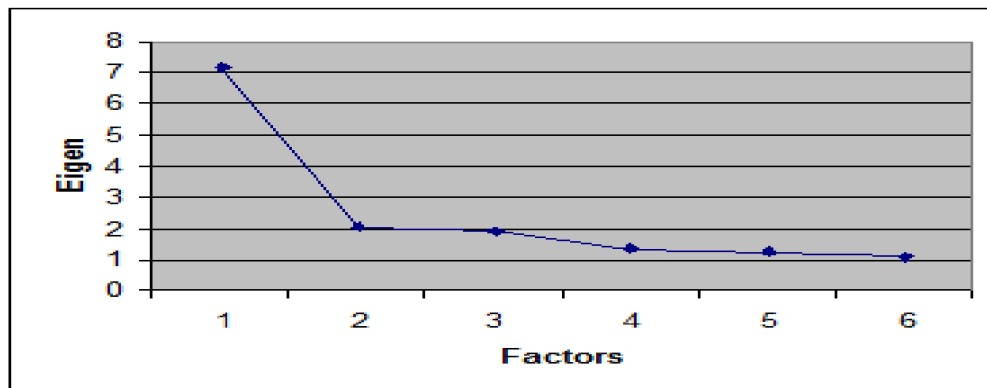
number of variables with high loadings on one factor, thereby enhancing the interpretability of the factor (Malhotra, 2002, p.595). For the purpose of describing the underlying factor structure, 'the eigen value one criterion' has been used to determine the number of components to be extracted for further analysis (Stewart 1981, Sharma, Kaur and Gupta 2001). The test of appropriateness of a factor analysis is KMO measure of sampling adequacy where high values (i.e b/w 0.5 and 1.00) indicate its relevance for further analysis. Further, Bartlett test of sphericity has been used to determine correlation among the variables (Hair et. al 1999, p.374)

A factor analysis was performed on the 25 QWL relate variables to determine the possible underline factors. Table 3 summaries the 25 QWL- related variable into 6 factors that determine the satisfaction of women employees in the hotels which explains 64.115% of the total variance. From the analysis of these results, it can be said that out of 25 variables, 23 factor loadings are statistically significant and show a value higher than the recommended 0.4 level (Hair, et al, 1999).

After the systematic evaluation of the contents of data, SPSS was used to simplify the data by reducing a large number

Table 3: Summary of Results from Scale Purification

Name of the Factor	Factor wise Dimensions	Mean Satisfaction	Factor loading values	Communalities	Eigens	%age of Variance
1. Job Quality Improvement	a. Working Conditions	3.976	0.478	0.409	7.131	31.004%
	b. Flexible working hours	3.488	0.668	0.577		
	c. Job security	3.688	0.792	0.773		
	d. Sense that your work is meaningful	3.755	0.633	0.680		
	e. Relation with Supervisor	4.000	0.757	0.639		
	f. Relation with Co-Workers	4.088	0.727	0.676		
	g. Opportunity to work independently	3.458	0.492	0.557		
2. Appraisal for Continued Growth	a. Fair and equitable work performance evaluation	3.376	0.637	0.652	2.028	8.817%
	b. Opportunity to use multi skills	3.561	0.485	0.616		
	c. Recognition for achievements	3.456	0.732	0.762		
	d. Opportunity to develop new areas	3.176	0.796	0.694		
3. Financial and Recreational aspects of Working life	a. Salary	2.776	0.786	0.742	1.913	8.317%
	b. Access to recreational facilities	3.005	0.484	0.604		
	c. Access to cultural events	3.288	0.806	0.770		
Health benefits and Job growth Opportunities	a. Health Care	3.215	0.662	0.614	1.382	6.010%
	b. Work load	3.415	0.625	0.583		
	c. Opportunity to develop/enhance new skills	3.475	0.640	0.705		
5. Work related welfare services and facilities	a. Availability of on campus child care	1.346	0.691	0.541	1.220	5.304%
	b. Retirement benefits	2.40	0.574	0.578		
	c. Opportunity for scholarly pursuits	3.488	0.579	0.584		
	d. Job rotation	3.387	0.610	0.610		
6. Social Security	a. Social security Plans	3.434	0.804	0.679	1.072	4.663%
	b. Sexual Harassment	3.180	0.810	0.703		
CUMULATIVE %AGE OF VARIANCE						64.115

Figure1. Screen Plot representing Factors of QWL Index

to variables to smaller manageable figures through a Scree test/ plot under factor analysis (Sharma et. al 2001; Sharma 1995; Singh 1998; Shainesh 2001; Banwet 2000; Ailawadi 2001; Gwinner 1999). Therefore, the factors finally emerged were put under scree test so as to know which of them are contributing significantly to the total variance in the results obtained.

This test examines the graph of eigen values which stop factoring at the point where these values begin to for a straight line with an almost horizontal slope. The findings are on the basis of data gathered with as many as 25 variables within the domain of QWL among women employees form Delhi, Agra, Shimla, Jammu, Jalandhar and Ludhiana.

The first factor i.e Job Quality Improvement comprises of 7 parameters against expected satisfaction level out of total 25 (23 after refining). Statements 'Working conditions', 'Flexible Working hours', 'Job security', 'Sense that your work is meaningful', 'Relation with Supervisor', 'Relation with co-workers' and 'Opportunity to work independently' are most important with factor loading values of 0.478, 0.668, 0.792, 0.633, 0.757, 0.727 and 0.492 respectively (Table 4.2.3). This factor explained 31.004% of 64.115% of cumulative variance.

The second factor i.e Appraisal for continued growth identified 4 statements i.e 'Fair and equitable work performance evaluation', 'Opportunity to use multi skills', 'Recognition for achievements' and 'Opportunity to develop new areas' with factor loading values of 0.637, 0.485, 0.732 and 0.796 respectively. The factor identified 8.817% variance.

The third factor- Financial and Recreational aspects of Working life identified 3 parameters namely 'Salary', 'Access to recreational facilities' & 'Access to cultural events' with factor loading values of 0.786, 0.484 and 0.806 respectively, which are significant in this factor and this factor explained 8.317% of total variance.

Similarly 3 variables have been identified in Factor 4 which is named as Health benefits and Job growth opportunities and the variables identified are 'Health care', 'Work load' and 'Opportunity to develop/ enhance new skills' with the factor loading values of 0.662, 0.625 and 0.640 respectively with the variance explained is 6.010%.

Moving on with the same pattern, Factor 5 i.e Work related welfare services and facilities identified 4 parameters which are 'Availability of on campus child care', 'Retirement benefits' and 'Opportunity for scholarly pursuits' and 'Job rotation' with the factor loading values of 0.691, 0.574, 0.579 and 0.610 respectively and the variance explained by this factor is 5.304%.

Finally the last Factor i.e Social security identified only 2 variables i.e 'Social security Plans' and 'Sexual harassment at work' with the factor loading values as 0.804 and 0.810 respectively. This factor explained 4.663% variances out of total 64.115% of variance

Comparison of Qwl Factors on the Basis of Chain and Location

Comparative analysis of the Factors as extracted by factor analysis is conducted in terms of select hotel chains. Out of total sampled respondents, Taj represents 22.44%; Oberoi 32.19%; 12.19% are from Radisson; 17% are from Ashok and finally 16.10% belong to the Welcom Group. The result indicates that for Factor 1 (Mean= 4.173) and Factor 2 (Mean= 3.798), Raddison chain showed the highest satisfaction for QWL index. For Factor 3 i.e Recreational aspects of Working Life the highest satisfaction is given by Oberoi; and for Factor 4, the highest mean value of satisfaction is been allotted by Oberoi chain (3.616). Interestingly for Factor 5, all the hotel chains have witnessed less satisfaction i.e below 3 on 5 point likert scale, but for the Factor 6, the highest satisfaction is found among the employees of Welcom group (3.667).

Table 4: Mean Value of QWL

F.No.	Factor Name	On The Basis Of Chains					On The Basis Of Location					
		Taj	Obero	Ashok	Raddison	Welcome	Agra	Delhi	Jalandhar	Jammu	Ludhiana	Shimla
1	Job Quality Improvement	3.549	3.831	3.674	4.173	3.818	4.071	3.599	4.057	4.400	4.048	4.615
2	Appraisal for Continued Growth	3.119	3.705	3.015	3.798	3.242	3.641	3.152	3.433	3.867	3.000	4.641
3	Financial & Recreational aspects of working life	2.877	3.364	3.029	3.187	2.546	3.615	2.975	3.100	3.267	2.944	4.256
4	Health benefits & job growth opportunities	3.299	3.616	3.181	3.453	3.101	3.410	3.257	3.367	3.333	3.389	4.436
5	Work related welfare services & facilities	2.732	2.549	2.414	2.08	2.349	2.857	2.366	2.075	2.750	2.583	3.096
6	Social securities	3.131	3.023	3.385	3.600	3.667	0.981	3.483	3.950	4.803	3.583	4.808
	Overall	3.652	0.766	3.758	0.895	3.914	1.067	3.920	3.330	3.373	3.258	4.309

The calculated value of ' $F_{0.05}$ ' (0.4053) is lower than the table value [For $v_1=4$, $v_2=25$, $F_{0.05}= 2.759$], thus the null hypothesis i.e. *there is no significant difference between the Select chain of Hotels on the basis of QWL Factors* is accepted in this case. It proves our findings that satisfaction of Women employees remain to be the same in all the Select chain of Hotels.

It can also be seen from the Table 4 below that out of the different cities under study, Shimla has shown the highest mean satisfaction vis-à-vis QWL factors (4.309) followed by Jammu (3.737) and Jalandhar (3.330). The lowest mean score values, however, have been computed for Agra (3.096) which implies that the hotels in this city need to formulate strategies to bring the QWL satisfaction among the Women employees. However, when it comes to evaluating the city on the individual Factors, then it is seen that Shimla has the highest QWL factor mean scores in case of all the Factors i.e. Factor 1 (4.615), Factor 2 (4.641), Factor 3 (4.256), Factor 4 (4.436), Factor 5 (3.096) and Factor 6 (4.808) respectively.

It is seen that the calculated value of ' $F_{0.05}$ ' (2.495) is less than that of table value [For $v_1=5$, $v_2=30$, $F_{0.05}= 2.534$] in case of location, so the null Hypothesis i.e. *there is no significant difference regarding the QWL Factor index on the basis of location of the Select hotels*, is accepted.

SUMMARY OF RESULTS, CONCLUSION & SUGGESTIONS

The study concludes that women are satisfied with the overall QWL index in the hotel industry. ANOVA results point out in the study that there is no significant difference

regarding the QWL factor index on the basis of chain and location which shows that satisfaction of women employees remain to be the same irrespective of the chain of the hotels and the location of the hotel. Following these results, the various suggestions and recommendations emerged from the present study are as:

Firstly, it has been seen that women in the hotels are not satisfied with their salary structure. So much so, women feel that they are being given less salaries for the same job and for the same kind of work as compared to the men folk. Thus, the HR departments of the Hotel Industry should emphasize on financial benefits to their women employees.

Secondly, during the research, it has also been seen that women are found to be the victims of sexual harassment and other gender discrimination cases. And in the absence of strict and clear legal regulations, especially in Indian scenario, the hotels do not have clear cut guidelines and policies. More than that, women are not aware of these laws and regulations. So there should be some policy document explaining the laws for their protection at the work place. As rightly pointed out by Purcell (1996) that in hospitality employment, women in management have to be very diplomatic and tough to succeed, subject to more pressure than most female managers to tread the delicate line between personal and occupational identity, managing their sex and gender; the periodic training sessions should be imparted to female employees to protect them from such harassment cases. All the do's and don'ts should be made them clear as it is said that self defence is the best.

Thirdly, all the hotels do not have the on campus child care benefits. This is one reason why there is such a high attrition

ratio among women in this industry and especially the married women having children are more dissatisfied with this non-availability of on campus child care as many a times they need to work for night shifts too, thus a problem occurs as to where to keep their children.

Lastly, as pointed out in the study, the women respondents have given an average satisfaction score to the fair and equitable work performance evaluation. Most of the women under study are less satisfied with this parameter of QWL as according to them, there is gender biasness when it comes to the performance evaluation schemes which are a demotivating factor that discourages them to work efficiently. The hotel authorities should take this into account and should practice fair performance evaluation of women. Even the findings of the study done by Purcell (1996) suggest that highly-qualified women in hotel and catering management have different experiences of early career development than their male counterparts. They are more likely to have had negative experience in their supervised work experience year, more likely to have difficulty in obtaining the kind of job they want, less likely to have jobs which offer them intrinsic satisfaction and good career prospects and finally, less likely to have “professional” salaries with accompanying fringe benefits.

Thus, it is hoped that with the above mentioned problems and the subsequent strategies derived from the results, this study would help to solve the difficulties that female employees face in the hotels by increasing awareness as this study might help in understanding the situation of female employees in this so called “Women- friendly” industry.

LIMITATIONS AND FUTURE IMPLICATIONS

All possible efforts were made to maintain objectivity, validity and reliability of the study, yet certain limitations need to be kept in mind whenever its findings are considered for implementations i.e satisfaction of women employees on the QWL index is also influenced by the factors other than the organizational ones, which could not be taken in the study. However, following this limitation of this study, while conducting another study; various factors other than the organizational ones should also be taken into consideration. Also, a separate study supported with the longitudinal surveys to evaluate the extent of change required in the QWL can be conducted to measure the changing satisfaction level of women employees in the Hotels.

This study will, therefore, prove to be useful to researchers, academicians, policy makers, hoteliers and other concerned agencies. The researchers will find enough insight for further research regarding the role efficacy of each of the key players in enhancing the QWL among women employees in the hotel industry. Similarly, the methodology followed here will also

prove an exploratory base for similar research in future. The study has direct relevance for academic programmes in hotels and QWL related issues. It is hoped that the study findings will not only be of academic concern, but will also be beneficial to the industry. Thus the people from hotels, both practitioners and industry leaders will find enough grounds for shaping their HR policy issues for the cause of providing better QWL to their employees, especially their women employees.

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