

Quality of Work Life Practices in Indian Hotel Industry

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Abstract *Employees are the most valuable assets for any organization. It becomes significant for an organizations to attract and retain best talents but also to maintain them for longer term in the organization. Present paper focuses on indentifying existing Quality of Work Life Practices in Indian Hotel Industry and adoption of these practices in Indian Hotel Industry. This research closely looked at the following broad dimensions: equal opportunities and growth prospects, adequate fair and compensation, welfare facilities, social security measures, safe and healthy environment, basic facility related with employee well-being, stress management, motivational dimensions, etc. This empirical study was conducted to examine the quality of work life (QWL) practices among selected hotel of India. Convenient sampling method was adopted for the selection of hotels. Data was collected through self administrated questionnaire. Questionnaire was emailed to 350 hotels of all categories from five star deluxe, five star, four star, three star, two star, one star respectively approved by Ministry of Tourism. Data was analyzed using Descriptive statistics, KMO and Barlett's Test, Reliability Test, Shaprio-Wilk Test, Dimension Analysis, Wilcoxon Signed Rank Test.*

Keywords: *Quality of Work Life Practices, Indian Hotel Industry*

INTRODUCTION

India is emerging one of the growing world economy. The Indian hotel industry has registered prominent growth over the past few years, supported by the rising purchasing power of the domestic traveller, increase in commercial development and foreign tourist arrivals, a growing airline industry and impetus from government led initiatives. In 2014 total contribution of travel and tourism to the GDP was 7642.5 billion (6.7%) of total GDP). This is projected to grow by 7.5% in 2025, and eventually reach 16587.2 billion (7.6%) of total GDP) in a decade's time (WTTC) economic impact 2015-Indian Report. Domestic demand for hotels in India has historically been higher than demand from foreigners. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry. International tourist arrival reached total of the growing numbers have been accompanied by many other benefits such as increasing revenue from tourism and enhanced share of tourism in global economics and increased employment.

The travel and tourism industry is one of the most profitable industries in the country, and is credited with contributing a substantial amount of foreign exchange. Travel and tourism has supported directly 99,048,000 jobs (3.4%) of total employment in 2011, rising by 2.0% pa to 120,427,000 jobs (3.6%) by 2021. In this light the skilled human resource requirement in hotel industry is bound to increase manifold. Looking at the demand for human resources, the attraction and importantly retaining employees is one of the challenging tasks of human resources managers of hotels in India. Human resource department concerns the personnel policies and managerial practices and systems that influence workforce. The role of Human Resources is changing as fast as technology and the global marketplace. Historically, the HR Department was viewed as administrative overhead. HR processed payroll, handled benefits administration, kept personnel files and other records, managed the hiring process, and provided other administrative support to the business and welfare issues of the employees. In today's competitive environment human resource plays a pivotal role to make an organization successful and to be able to

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survive in. Lack of benefits to the employees can lead to unfavorable result for an organization. Therefore QWL has become one of the major concerns among both the employees & employers. QWL has been understood as the dynamic and comprehensive management of physical, technological, social and psychological dimensions that affect culture and renew the organizational environment. Sometimes, it is considered regarding the effect it has on the worker's wellbeing as well as on the productivity of the company. Furthermore, it is sometimes associated with the intimate characteristic of the technologies introduced into the companies and their impact and to the economic elements like salary, incentives, bonuses, or even to the dimensions connected to one's physical and mental health, safety and, in general, to the workers' wellbeing. QWL is one of the important issues which need to be practiced by all the hotel properties for the satisfaction of their employees. It is observed that QWL in Indian hotels is not formally practiced in majority of hotels, even being one the major concerns for any human being. Henceforth the focus of human resources managers towards providing QWL to their employees becomes significant.

QUALITY WORK LIFE

The term Quality of work life has appeared in Research Journal and press in USA in 1970. This term was originated by Louis Davis. The first international conference on Quality of Work Life was held in Toronto in 1972. The international council for quality of work life was established in 1972. It was continued following years and finally, in the 1970s the ideal of quality of work life was conceived and from 1980 onwards it was increasingly placed on employee-centered productivity programs. In the mid 1990s till today faced with challenges of economize and corporate restructuring (Pugalendhi, 2010). Quality of Work Life is a concept that focuses on the job itself, leisure of the employees and family life of the employees (Chitakornkijsil, 2010). Quality of Work Life can be defined as the environment at the work place provided to the people on the job. Organizational strategies and principles emphasizes the significance of the employee's well-being in work life (Jayakumar & Kalaiselvi, 2012). A high quality of worklife (QWL) is essential for all organizations to attract and retain employee (Nanjundeswaraswamy, 2013). QWL is the quality of relationship between employees and the total working environment, with human dimensions, technical and economic consideration (Chelte, 1983). Earlier QWL meant only job enrichment. The genesis of the concern for Quality of Work Life (QWL) may be found in the humanistic tradition within the social sciences that tries to highlight the employees' need for meaningful and satisfying work and for participation in decisions that influence their work environment (Saklani, 2004). The major extent of the entire quality of work life

in the organization is to improve employees' well-being and productivity. The success of any endeavor to improve the QWL and to enhance employee well-being depends upon the accurate diagnosis of various determinants of QWL (Lawler, 1982). Research has highlighted a number of dimensions that affect QWL. Moreover quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers. Today employees expect quality of work life, more than financial benefits from the organization. As they have to spend a considerable portion of their time in the organization, they want to have a quality time in workplace. That will enhance their sense of belongingness and attachment with the organization (Suriyenti, 2013). The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. Every organization is looking for the ways to improve quality of work life of employees to accomplish the goals. Organizational competitive capability largely depends on two things. One is that, how individual employee can perform distinctively. And another is that, how distinct performance of an individual employee portray the overall performance of the organization. Therefore, researchers consider human resource as the main resource for achieving the competitive advantage in a dynamic market (Caliskan, 2010). Quality of work life is the essential concept of favorable situations in a working environment. Legislation enacted in early 20th century to protect employees from job-injury and to eliminate hazardous working conditions, firstly. It was continued following years and finally, in the 1970s the ideal of quality of work life was conceived and from 1980 onwards it was increasingly placed on employee-centered productivity programs (Pugalendhi et al., 2010). Quality of work life has gained importance in all the countries all over the world. It is significant in the context of commitment to work, motivation and job performance. The QWL has most important dimension of the working environment because if the employees has high quality of work life they are satisfied with the work and working environment. On the other side employees with low quality of work life found dissatisfied with the work and working environment. Better quality of work life encourages human self esteem and development, people compatibilities, collaboration for work and organizational goals. When employees get quality of work life environment, they feel satisfied, motivated, committed at work place (Dhawar et al., 2014).

REVIEW OF LITERATURE

Quality of working life is a concern not only to improve life at work, but also life outside work. Quality of work life encompasses mode of wages payment, working conditions,

working time, health hazards issues, financial and non-financial benefits and management behavior towards employees (Islam and Siengthai, 2009). Quality of work life is important criterion which focused by the organizations in order to achieve higher productivity and organizational goals, reduce employees turnover at large. It has been observed that a significant impact of quality of worklife dimensions on employee's satisfaction in the organization. To enhance quality of work life for employees that has positive impact on organizational goals and objectives (Ashwini et al., 2014). Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long term. Few indicators were identified i.e. development opportunities, compensation, work-life balance, management/leadership, work environment, social support, autonomy, training and development. The study reached the conclusion that further investigations need to be conducted regarding employee retention to better comprehend this complex field of human resource management (Kossivi et al, 2016). Human Resource Management (HRM) practices on job satisfaction (JS) in the context of hotel Industry. Job satisfaction infers inner fulfillment of pride while performing the assigned task or job. Research study reveal that human resource practices have significant association with job satisfaction. In addition, recruitment and selection, working condition and carrier growth were found to have positive impact on job satisfaction (Chauhan and Patel, 2014). Chandranshu Sinha (2012) evaluate the three rising dimensions were found "relationship-sustenance orientation", "futuristic and professional orientation" and "self-deterministic and systemic orientation". The consequences summarized that these dimensions have substantial roles to play in satisfying the needs of the employees and how are appreciated employees at middle level management in order to achieve organizational goals. Quality of work life of hotel employees and its impact on employee satisfaction inferred from most uncertain duty rosters, strict professional environment and heavy and sudden work pressures inducing lot of physical and mental task (Soni et al, 2014) Further the relationship between quality of work life, organizational health and organizational commitment with job satisfaction reveals that quality of work life, organizational health and organizational commitment correlated to job satisfaction (Alireza et al, 2012). Quality of work life practices involves acquiring, training, developing, motivating and appraising for the best performance of the employees according to organizational objectives. It provides balanced relationship among work, non-work and personal life aspects. It has been observed that the female workers have a favorable perception towards quality of work life when compared to the men in terms of perception about quality of work life (Nirmala and Anand, 2015). Quality of work life movement initially a loosely

organized network of a few dozen academics in the early 1970's and had grown by the 1980's into an international grouping of trade union officials, personal managers and social scientist generally. They studied that quality of work affects directly and indirectly the economic and social well-being of large portion of population (Jayakumar and Kalaiselvi, 2012). In the era of cut-throat competition, organizations are constantly working to improve their performance and effectiveness of their processes and systems. This practice has led to increase in job demands, stress level and eventually high turnover rates. Now organizations have modified their work culture in order to improve quality of work life and develop conducive environment for employees (Luxmi, 2012). Quality of work life includes health and well-being, job security, competency development, balance between work life and non-work, and further a significant direct correlation between job satisfaction and health well-being, which is intervened by job satisfaction variable (Hosseini, 2012). Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Today, quality of work life also affects the corporate social responsibility. Quality of work life is the corroboration between the employees and their organization it improves the family life as well as work life of the individual (Yadav & Khanna, 2014). High quality of work life is important for organizations to continue to attract and retain employees. QWL is a process in which organizations identify their responsibility to develop job and working conditions that are excellent for the employee and organization. An effective leader influences the followers in a desired manner to accomplish goals. Further it infers that leadership styles may affect organization effectiveness and performance (Swamy (2012). Various fundamental variables noted for impacting QWL practices i.e. average number of weekly work hours, satisfaction with training, number and type of performance evaluations, variables that motivated employees, and satisfaction and dissatisfaction with organizational culture were similar in spite of distinct economic differences. (Janes et al, 2010). The theoretical model developed by the researcher would facilitate to: (a) identify and define the QWL construct, and (b) measure QWL (Kandasamy & Sreekumar (2009). A strong association between all cases of 5S (appropriate sort, order, optimal cleanliness, standardization and Self-discipline) and service quality there is a significant relationship. There is a significant relationship between quality of work life and quality services aspects (Vakili et al, 2014). It has been observed that Quality of work life dimensions, basic extrinsic job dimensions, intrinsic job dimensions, managerial style and job itself are the important dimensions which influences the level of quality of work life of employees (Parameshwari and Suresh, 2015). Finally, Quality of work life is an experience which an employee feels about the

job and work place. It gives benefits to the organization as well as to the employees. There is a great deal of room to explore the effects of callings on work life balance in other professional occupations (e.g. teaching, professional golf management, athletics, healthcare) in which a passion for the craft and technical skills are required. This would extend the scholarly understanding of this construct in the secular realm with regard to work life (Lisa, 2015).

RESEARCH METHODOLOGY

Objectives of Study

1. To identify important dimensions which contribute to quality of work life for hotel employees.
2. To examine the adoption of quality of work life dimensions in Indian Hotel Industry.

Hypothesis of the Study

H_1 H_0 There is no adoption of quality of work life dimensions in Indian Hotel Industry.

H_a There is adoption of quality of work life dimensions in Indian Hotel Industry.

The study was conducted to examine the quality of work life (QWL) practices among selected hotel of India. Convenient sampling method was adopted for the selection of hotels. Data was collected through self-administrated questionnaire through Google form (online form) and URL link of this questionnaire was shared through emails and mobile media. This was convenient for the respondent to fill the questionnaire as per feedback received from hotel employees. Questionnaire was mailed to 350 hotels of all categories from five star deluxe, five star, four star, three star, two star, one star respectively approved by ministry of tourism. Hotel Employees view on the QWL practices were measured on 5 point Likert scale ranging from strongly agrees (5) to strongly disagree (1) and always (5) to never (1) as per the nature of questions. Data was analyzed using Descriptive statistics, KMO and Barlett's Test, Reliability Test, Shaprio-Wilk Test, Dimension Analysis, Wilcoxon Signed Rank Test.

Analysis of Data

In most of research studies it has been observed that demographic characteristics had a profound impact on the operational and non-operational work practices. Moreover, the hotel organizations with specific characteristics such as category, age, number of employees in Hotels, location in terms of city and type of ownership had a close relationship with the adoption of quality of work life practices. Above

Table 2 shows that 196 hotels (62.3%) properties were chain followed by non-chain hotels comprising of 118 (37.7 %) in totality. Further 37.3 per cent data collected from five star hotels followed by 21.7 per cent from four star hotels, 15.3 per cent from three star hotels, 11.5 per cent from two star hotels and only 1.9 per cent from one star category. In term of age of property 39.6 per cent of respondents had been working with the hotels established from 11-15 years followed by hotels existing above 15 years comprised of 92 hotels (39.4%) and hotels with less than five year of existence had 41 hotels (13.1%) respectively. Further it showed that 51 hotels (16.2%) had less than 50 employees while 77 hotels (24.5%) had 51-100 in total. Location of hotels showed that majority of respondent from hotels comprised of North India with 169 hotels (53.8%) that is followed by South India which consisted of 54 hotels (17.2%) lastly 40 hotels (12.7%) from West India respectively.

Table 1: Demographic Profile of Hotels

Variable N= 314		Frequency	Percentage
Type of Hotel	Chain Hotel	196	62.3
	Non Chain	118	37.7
Category of Hotel	1 Star	6	1.9
	2 Star	36	11.5
	3 Star	48	15.3
	4 Star	68	21.7
	5 Star	117	37.3
	5 Star deluxe	39	12.4
Age of Hotel (In-terms of years)	0-5	41	13.1
	6-10	56	17.9
	11-15	124	39.6
	Above 15	92	29.4
Number of Employees in Hotel	Less than 50	51	16.2
	51-100	77	24.5
	101-150	69	22.0
	151-200	60	19.1
	More than 200	57	18.2
Location of Hotel	North India	169	53.8
	East India	51	16.2
	West India	40	12.7
	South India	54	17.2

Principal component analysis (varimax rotation method) to identify the set of quality of work life practices in Indian hotel industry:

Dimension analyses were applied on 64 identified QWL indicators based on review of literature to find out the set of QWL dimensions in Indian Hotel Industry. Before applying the dimension analysis the statistical technique

of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity was applied to check the sampling adequacy for application of dimension analysis. KMO measures calculated 0.955 which verified the sampling adequacy for the present analysis and it is marvelous according to Hutcheson, 1999. The value indicated well above the acceptable limit of 0.5. Bartlett's test of sphericity of data provided the value of 0.000 which falls less than 0.05 and thus supported the validity of data for dimension analysis.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.955
Bartlett's Test of Sphericity	Approx. Chi-Square	12212.351
	Df	2278
	Sig.	.000

Principal component analysis along with varimax method was used for meaningful grouping of variables. The output shows thirteen dimensions having eigen value greater than 1.0 were indentified which were explaining 63.60 percent of the total variance thus placing 64 indicators to underline thirteen dimensions.

Table 3: Principle Component Analysis (Varimax Rotation Method)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	25.212	37.076	37.076	25.212	37.076	37.076	11.914	17.521	17.521
2	2.472	3.635	40.711	2.472	3.635	40.711	6.717	9.878	27.398
3	2.169	3.189	43.900	2.169	3.189	43.900	3.546	5.215	32.613
4	1.909	2.807	46.708	1.909	2.807	46.708	3.294	4.844	37.457
5	1.786	2.627	49.334	1.786	2.627	49.334	3.157	4.643	42.100
6	1.505	2.213	51.548	1.505	2.213	51.548	2.435	3.581	45.682
7	1.301	1.913	53.461	1.301	1.913	53.461	2.269	3.337	49.018
8	1.264	1.858	55.319	1.264	1.858	55.319	2.232	3.283	52.301
9	1.218	1.791	57.110	1.218	1.791	57.110	1.820	2.676	54.977
10	1.166	1.714	58.824	1.166	1.714	58.824	1.586	2.332	57.309
11	1.135	1.669	60.493	1.135	1.669	60.493	1.551	2.281	59.590
12	1.091	1.604	62.097	1.091	1.604	62.097	1.378	2.027	61.617
13	1.023	1.504	63.601	1.023	1.504	63.601	1.349	1.984	63.601

Dimension extraction table shows the variables in each dimension with corresponding loading and percentage of

variance. The dimensions were named according to variables included in that dimension.

Table 4: Dimension Extraction Table

Dimensions	Loading	Mean	SD	Dimension Mean
Dimension 1 - Open & Fair Management which provide equal Opportunities and growth prospects (Cronbach's $\alpha = .957$)				
The safety of workers is a high priority with management where I work.	.527	3.10	1.08	
Employees and management work together to ensure the safest possible working conditions.	.473	3.02	1.03	
Hotel has sufficient exit routes for emergency.	.475	3.30	1.07	
Do you get off from the duty easily in case of emergency in family	.482	2.86	1.17	
The management arranged periodical workshops and guest lecture to reduce or minimize job stress.	.378	2.59	.99	
Your organization gives sufficient autonomy and control at your work	.529	2.78	.96	
Your supervisor supports you at all the time	.626	3.21	1.05	
Your work is recognized and appreciated	.631	2.91	1.09	

Dimensions	Loading	Mean	SD	Dimension Mean
You are encouraged to learn and develop yourself with new techniques and methods of work	.676	3.05	1.03	
This hotel is a good place to work with individuals with diverse backgrounds.	.617	2.97	1.10	
Various committees are performing well to integrate people and management in organization	.553	2.91	1.01	
Your organization does not discriminate on the basis of age, sex, region and religion.	.561	3.36	1.07	
You are proud to be working for your employer	.631	3.19	1.06	
Management maintains open channels of communication with employees.	.644	3.01	.99	
The organization always encourages to-ventilate the grievances.	.707	2.79	1.02	
Receive enough help, equipment and information to get the work done.	.600	2.95	1.02	
Training and development opportunities are good enough to enhance job performance.	.600	2.89	1.04	
Training sessions and workshops on innovative techniques and methods are conducted for employees.	.596	2.77	1.08	
Your hotel prefers internal promotions rather than external	.566	2.94	.99	
Your hotel provides opportunities of cross cultural training.	.574	2.80	1.06	
Employees feel secure at job in terms of job security.	.529	2.76	1.09	
Hotel provides gratuity which is a reward for long and meritorious service.	.420	2.84	1.01	
Hotel has good mechanism for redressal of grievances.	.410	2.62	1.14	2.93
Hotel have provision for the compensation in case any accident during working hours	.394	2.85	1.16	
Dimension 2 Adequate and Fair compensation (Cronbach's $\alpha = .915$)				
Your hotel establishes a fair and equitable remuneration	.451	2.83	1.17	
Your pay is sufficient reward in relation to your skills, responsibility and performance	.328	2.72	1.09	
Your job is priced in terms of its worth	.429	2.73	1.08	
Hotel retains the present employees by paying at competitive levels.	.220	2.99	.90	
Periodic review and revisions of pay rates are well followed.	.308	2.78	1.02	
Hotel's incentive policy well informative and fair.	.325	2.80	1.11	
OSHA (Occupational Safety and Health Administration) practices are well followed.	.338	2.93	1.06	2.82
Employees are given training in OSHA practices.	.371	2.85	1.10	
Dimension 3- Welfare Facilities (Cronbach's $\alpha = .739$)				
Do you have provision for free staff accommodation	.700	2.47	1.16	
Do you have provision for free transportation facility during night shift only	.695	2.98	1.08	
Do you have provision for free transportation facility during all shifts	.648	2.23	1.16	2.53
Do you have access to recreational, sporting/ fitness facilities	.524	2.47	1.11	
Dimension 4 - Social security measures (Cronbach's $\alpha = .687$)				
Your hotel has any pension scheme for the long term employees	.590	2.24	1.09	
Does your hotel have any provision for girl child education of employees	.532	1.93	1.07	
Does your hotel give any medical insurance to you and your family	.489	2.57	1.21	
Hotel has provision of crèche facility	.616	2.09	1.11	
hotel have provision of flexible work options	.506	2.51	1.08	
Employee's provident fund is well active in the hotel. (shifted from dimension 12th)	.752	4.25	.93	2.59
Dimension 5 - Safe and Healthy Environment (Cronbach's $\alpha = .719$)				
Work place facilities are in clean and hygienic conditions.	.385	3.82	.84	
Adequate first aid facilities are available.	.505	3.40	1.00	

Dimensions	Loading	Mean	SD	Dimension Mean
Your hotel follows warning signs and accident prevention signs strictly	.727	3.72	.83	
You have sufficient personal protective equipment at work place	.659	3.39	.95	
It is hard to take time off during my work to take care of the family matters.	.338	2.74	1.07	3.43
Staff cafeteria facility is hygienic and satisfactory.	.464	3.54	1.06	
Dimension 6 - Basic facility related with employee well-being (Cronbach's $\alpha = .805$)				
Do you have provision of staff rest room separately for males and females	.560	2.85	1.28	
Do you have adequate staff locker room facility	.437	2.93	1.26	
Do you have provision for free food and laundry facility	.473	3.20	1.16	3.01
Adequate medical facilities are available.	.398	3.06	1.18	
Dimension 7 - Stress management (Cronbach's $\alpha = .756$)				
Do you get remuneration for extra hours worked	.344	2.14	1.06	
Do you get enough rest during working hours	.536	2.26	.94	
Does your hotel practices any stress releasing techniques for the employees	.738	2.56	1.04	
Do you feel stress at work (shifted from 12th dimension)	.102	4.05	.95	
Do you work extra hours beyond your usual schedules shifted from 12th dimension)	.097	4.10	.96	
Oftenly the demand of my job interfere my family life. shifted from 12th dimension)	.222	3.41	1.13	3.08
Dimension 8 - Motivational dimensions (Cronbach's $\alpha = .375$)				
Chances of promotion are good	.765	3.39	.95	3.33
Hotel has provision of various employees appreciation award.	.414	3.28	.99	

OPEN & FAIR MANAGEMENT WHICH PROVIDE EQUAL OPPORTUNITIES AND GROWTH PROSPECTS (DIMENSION ONE)

First dimension comprised of 24 items i.e. 'The safety of workers is a high priority with management where I work', 'Employees and management work together to ensure the safest possible working conditions', 'Hotel has sufficient exit routes for emergency', 'Do you get off from the duty easily in case of emergency in family', 'The management arranged periodical workshops and guest lecture to reduce or minimize job stress', 'Your organization gives sufficient autonomy and control at your work', 'Your supervisor supports you at all the time', 'You are encouraged to learn and develop yourself with new techniques and methods of work', 'This hotel is a good place to work with individuals with diverse backgrounds', 'Various committees are performing well to integrate people and management in organization', 'Your organization does not discriminate on the basis of age, sex, region and religion', 'You are proud to be working for your employer', 'Management maintains open channels of communication with employees', 'The organization always encourages to ventilate the grievances', 'Receive enough help, equipment and information to get the work done', 'Training and development opportunities are good enough to enhance job performance', 'Training sessions and workshops on innovative techniques and methods are conducted for

employees', 'Your hotel prefers internal promotions rather than external', 'Your hotel provides opportunities of cross cultural training', 'Employees feel secure at job in terms of job security', 'Hotel provides gratuity which is a reward for long and meritorious service', 'Hotel has good mechanism for redressal of grievances', 'Hotel have provision for the compensation in case any accident during working hours' etc. The cronbach α for this dimension was calculated .957 which was a significant higher value depicting higher reliability and internal consistency of the scale. For this dimension overall mean value was found ($M=2.93$) which was not satisfactory and indicated that in hospitality industry employees were of the opinion that management was not open and fair which provides equal Opportunities and growth prospects for its employees. Whereas mean score was found satisfactory for few indicators such as 'the safety of workers is a high priority with management where I work' ($M=3.10$), 'Employees and management work together to ensure the safest possible working conditions' ($M=3.02$), 'Hotel has sufficient exit routes for emergency' ($M=3.30$), 'Your organization does not discriminate on the basis of age, sex, region and religion' ($M=3.36$). 'Employees are found to be dissatisfied with some issues such as management arranged periodical workshops and guest lecture to reduce or minimize job stress, grievance redressal, training and development opportunities, promotional chances and appreciations for the work done, etc. On the basis of data analysis it can be inferred that industry need to offer better growth opportunities to retain its employees in this industry.

ADEQUATE AND FAIR COMPENSATION (DIMENSION TWO)

Second dimension comprised of 8 items i.e., 'Your hotel establishes a fair and equitable remuneration', 'Your pay is sufficient reward in relation to your skills, responsibility and performance', 'Your job is priced in terms of its worth', 'Hotel retains the present employees by paying at competitive levels', 'Periodic review and revisions of pay rates are well followed', 'Hotel's incentive policy well informative and fair', 'OSHA (Occupational Safety and Health Administration) practices are well followed', 'Employees are given training in OSHA practices' etc. cronbach α for this dimension was calculated .915 which is a significant higher value depicting higher reliability and internal consistency of the scale The overall mean value for this dimension was not found satisfactory (M=2.82). Most of the respondents were of the opinion that their pay was sufficient in relation to your skills, responsibility and performance (M=2.72). It indicated that hotel industry pay scale was not found competitive resulting low quality of work life for the employees. From the above data analysis it was observed that pay scales are not good in the industry and employees had the opinion that their work is not been priced in terms of worth. Incentives are not given properly and there is no revision of salary. Industry need to look at compensation at all level.

WELFARE FACILITIES (DIMENSION THREE)

Third dimension comprises of 4 items i.e., 'Do you have provision for free staff accommodation', 'Do you have provision for free transportation facility during night shift only', 'Do you have provision for free transportation facility during all shifts', 'Do you have access to recreational, sporting/ fitness facilities' etc. cronbach α for this dimension was calculated .739 which is a significant higher value depicting higher reliability and internal consistency of the scale Overall mean value for this dimension was (M=2.52) which is below average. It also indicated that industry is not taking care of welfare facilitates for its employees. Question related with staff transportation during all shift scored lowest mean value (M=2.23) which was below average. Though some hotels provide transportation during night shift as this indicator received average score (M=2.98). The above data concluded that various welfare facilities provided by hotels were average in most of the cases and all such indicators should be considered by present hotel industry for satisfaction and retention of employees.

SOCIAL SECURITY MEASURES (DIMENSION FOUR)

Fourth dimension comprised of 5 indicators i.e., 'Your hotel has any pension scheme for the long term employees', 'Does your hotel have any provision for girl child education

of employees', 'Does your hotel give any medical insurance to you and your family', 'Hotel has provision of crèche facility', 'Hotels have provision of flexible work options'. One indicator from 12th dimension was shifted in this dimension on the basis of 2nd highest loading named 'Employee's provident fund is well active in the hotel'. So after adjustments this dimension comprised of 6 indicators in total. cronbach α for this dimension was calculated .687 which is a significant higher value depicting higher reliability and internal consistency of the scale. Government of India had made mandatory for the crèche facility for the organization having female employees more than 10 and also encourage to give girl child education allowance. Data analysis indicated that such welfare measures were not found available in all the hotels. Whereas availability employees provident received highest mean score (M= 4.25), while other facilities like child education, crèche facility, and medical insurance, flexible work option had below average mean value that shows the need for reformation for such facilities to provide QWL to the employees.

SAFE AND HEALTHY ENVIRONMENT (DIMENSION FIVE)

Dimension five consisted of 6 items i.e., 'Work place facilities are in clean and hygienic conditions', 'Adequate first aid facilities are available', 'Your hotel follows warning signs and accident prevention signs strictly', 'You have sufficient personal protective equipment at work place', 'It is hard to take time off during my work to take care of the family matters', 'Staff cafeteria facility is hygienic and satisfactory'. Cronbach α for this dimension was calculated 0.719 which is a significant higher value depicting higher reliability and internal consistency of the scale The overall mean score for this dimension was above average (M= 3.43), which indicated that the hotels are serious towards healthy, hygienic and safety of employees, while industry needs to increase focus on first aid facilities.

BASIC FACILITY RELATED WITH EMPLOYEE WELL-BEING (DIMENSION SIX)

Dimension six consisted of 4 items i.e. 'Do you have provision of staff rest room separately for males and females', 'Do you have adequate staff locker room facility', 'Do you have provision for free food and laundry facility', 'Adequate medical facilities are available' etc. Cronbach α for this dimension was calculated 0.805 which is a significant higher value depicting higher reliability and internal consistency of the scale. Overall mean value for dimension was recorded average (M= 3.01). One indicator received high mean score in this dimension i.e 'do you have provision for free food and laundry facility with value (M= 3.20). Whereas 'do you have provision of staff rest room separately for males and

females' ($M=2.85$) scored lowest mean score. The above data infers that provision for food and laundry in most of the hotels is been provided and the basis requirement of rest room were not seen to be provided and is a matter of concern for industry practitioners.

Next dimension from the dimension analysis didn't receive any high loading. So this dimension is not included for the further analysis.

STRESS MANAGEMENT (DIMENSION SEVEN)

Dimension seven and dimension 12 had been clubbed on the basis of the nature. Dimension 7 consisted of 3 indicators i.e., 'Do you get remuneration for extra hours worked', 'Do you get enough rest during working hours', 'Does your hotel practices any stress releasing techniques for the employees'. And dimension 12 consisted of 3 indicators, 'Do you feel stress at work', 'Do you work extra hours beyond your usual schedules', 'oftenly the demand of my job interfere my family life'. So in total this dimension consisted of 6 indicators. Cronbach α for this dimension was calculated .756 which is a significant higher value depicting higher reliability and internal consistency of the scale. The overall mean value of this dimension found average ($M=3.08$). Employees were of the opinion that in this industry their work is highly stressful due to long working hours beyond duty hours and no rest during the shifts it indicated that employees are under stress at work place that to be evaluated for improvement in quality of work life practices.

MOTIVATIONAL DIMENSIONS (DIMENSION EIGHT)

Dimension eight consisted of two indicators i.e. 'chances of promotion are good' and 'hotels have provision of various

employees' appreciation awards' etc. The cronbach α value (.375) for this dimension was recorded low than the acceptable value so this dimension was not considered for the further analysis.

Dimension ten and dimension eleven were having only one indicator so these dimensions were excluded from the analysis. Dimension thirteen was not having any high loading so this dimension was also not considered for analysis.

On the basis of above analysis study comprised of following seven meaningful dimensions of Quality of Work Life.

1. Equal Opportunities and growth prospects
2. Adequate and Fair compensation
3. Welfare Facilities
4. Social security measures
5. Safe and Healthy Environment
6. Basic facility related with employee well-being
7. Stress management

Test of Normality for Quality of Work Life Practices among Indian Hotel industry - Shapiro-Wilk test of normality was applied to analyse the score in the sample to a normally distributed set of score with same mean and standard deviation. If the test is significant ($P < 0.05$) it tells that the distribution of sample is significantly different from normal distribution. In this study the QWL practices scores for Shapiro-Wilk $W(314)$ is equal to .953, $P < .001$, were significantly non-normal. Close examination of Histogram (Fig 1) and Normal Q-Q Plot (Fig. 2) also indicated that data has departure from normal distribution as the Histogram did not have approximate shape of normal curve. Hence the data on the quality of work life practices was found not normal and thus supported the use of non-parametric One – sample Wilcoxon Signed Rank Test for H_1 .

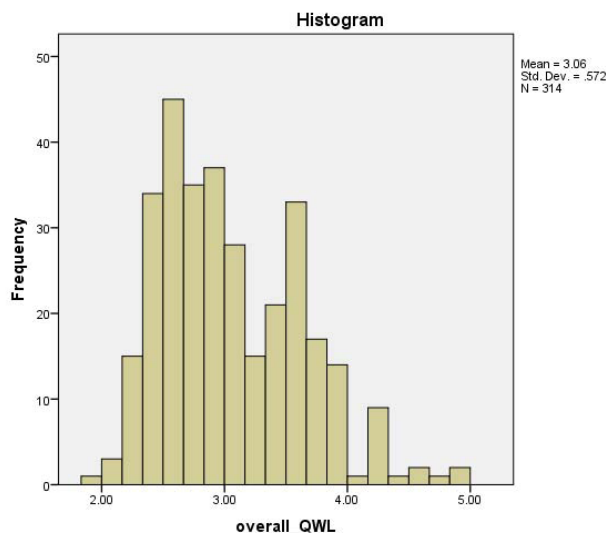


Fig. 1: Histogram for QWL

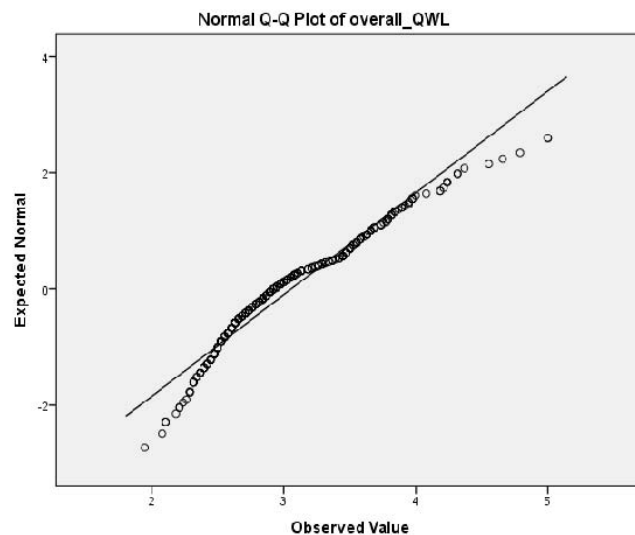


Fig. 2: Normal Q-QPlot for QWL

H1 Adoption of quality of work life practices among Indian Hotel Industry

The Wilcoxon Signed Rank Test was applied to test the hypothesis related with adoption of QWL practices in Indian Hotel Industry. Dimension analysis computed 7 dimensions related with QWL. Wilcoxon Signed Rank Test was applied on all these 7 dimensions to find the adoption of these QWL dimensions in hotel industry. For dimension one the result of the test calculated the significance value 0.71 which was more than 0.05, $T=20413.5$, $z=-1.804$ and $p=0.71 > 0.05$ (significant value), hence H_0 is accepted i.e. There is no adoption of quality of work life practices related with Open & Fair Management which provide equal Opportunities and growth prospects in Indian Hotel Industry

For dimension two the result of the test calculated the significance value 0.001, which was less than 0.05, $T=18004$, $z=-3.46$ and $p=0.001 < 0.05$ (significant value), hence H_0 is rejected i.e. There is no adoption of quality of work life practices related with Adequate and Fair Compensation in Indian Hotel Industry. And accept H_a for dimension 2 that There is adoption of quality of work life practices related with Adequate and Fair Compensation in Indian Hotel Industry

For dimension three the result of the test calculated the significance value .000, which was less than 0.05, $T=8682.5$, $z=-8.659$ and $p=.000 < 0.05$ (significant value), hence H_0 is rejected i.e. There is no adoption of quality of work life practices related with Welfare Facilities in Indian Hotel Industry. And accept H_a for dimension 3 that There is adoption of quality of work life practices related with Welfare Facilities in Indian Hotel Industry

For dimension four the result of the test calculated the significance value .631, which was more than 0.05, $T=8886.5$, $z=-9.181$ and $p=.631 > 0.05$ (significant value), hence H_0 is accepted i.e. There is no adoption of quality of work life practices related with Social Security Measures in Indian Hotel Industry.

For dimension five the result of the test calculated the significance value .000, which was less than 0.05, $T=34752.50$, $z=10.347$ and $p=.000 < 0.05$ (significant value), hence H_0 is rejected i.e. There is no adoption of quality of work life practices related with Safe and Healthy Environment in Indian Hotel Industry. And accept H_a for dimension 5 that There is adoption of quality of work life practices related with Safe and Healthy Environment in Indian Hotel Industry

For dimension six the result of the test calculated the significance value .000, which was less than 0.05, $T=18884$, $z=-.481$ and $p=.000 < 0.05$ (significant value), hence H_0 is not accepted i.e. There is no adoption of quality of work life practices related with Basic Facility Related with Employee Well-being in Indian Hotel Industry. And accept H_a for dimension 6 that There is adoption of quality of work life practices related with Basic Facility Related with Employee Well-being in Indian Hotel Industry.

For dimension seven the result of the test calculated the significance value .001, which was less than 0.05, $T=19551.5$, $z=3.277$ and $p=.001 < 0.05$ (significant value), hence H_0 is rejected i.e. There is no adoption of quality of work life practices related with Stress Management in Indian Hotel Industry. And accept H_a for dimension 7 that There is adoption of quality of work life practices related with Stress Management in Indian Hotel Industry

Hypothesis Test Summary

Null Hypothesis	Test	Sig.	Decision
1. The median of factor1 equals 3.00	One-Sample Wilcoxon Signed Rank Test	0.71	Retain the null hypothesis.
2. The Median of factor2 equals 3.00	One- Sample Wilcoxon Rank Test	.001	Reject the hypothesis
3. The Median of factor3 equals 3.00	One-Sample Wilcoxon Signed Rank Test	.000	Reject the hypothesis
4. The Median of factor4 equals 3.00	One- Sample Wilcoxon Rank Test	.631	Retain the null hypothesis.
5. The Median of factor5 equals 3.00	One-Sample Wilcoxon Signed Rank Test	.000	Reject the hypothesis
6. The Median of factor6 equals 3.00	One- Sample Wilcoxon Rank Test	.000	Reject the hypothesis
7. The Median of factor7 equals 3.00	One-Sample Wilcoxon Signed Rank Test	.001	Reject the hypothesis

Asymptotic significance are displayed. The significance level is .05

CONCLUSION

Hospitality industry operators concur that employee satisfaction can be increased by adopting Quality of Work Life practices, which in turn may lead to increased levels of commitment, motivation and eventually to an

improved bottom-line performance. Hence, investing into an improvement of the quality of work life for contingent workers may considerably reduce the negative consequences and challenges the hotel industry (Janes et al, 2010). The present study aimed to identify important dimension which contribute to quality of work life for hotel employees. Through intense review of many studies, several practices

were identified and responses were recorded on these practices. As result of statistical analysis seven dimensions were rated important contributors to the quality of work life for hotel employees such as Equal Opportunities and growth prospects, Adequate and Fair compensation, Welfare Facilities, Social security measures, Safe and Healthy Environment, Basic facility related with employee well-being, Stress management. Further study also examined the status of hotel industry on adoption of these QWL dimensions. For two dimensions results indicated poor adoption of QWL practices i.e Open & Fair Management which provide equal Opportunities and growth prospects. This dimension comprised of practices related with arrangement of periodical workshops and guest lecture to reduce or minimize job stress, autonomy and control at your work, training and development opportunities to enhance job performance, training sessions and workshops on innovative techniques and methods, internal promotions, cross cultural training opportunities, open channels of communication between employees and management. These practices are important for creating a prospective atmosphere for employees. Though results found poor adoption of two dimensions related with QWL i.e. open & fair management which provide equal Opportunities and growth prospects and Social security measures in Indian hotel industry. For other dimensions results indicated that hotel industry hadadequate and fair compensation policies, welfare facilities, safe and healthy environment to staff, basic facility related with employee well-being, and adoption of stress management strategies for its employees. QWL practices enhance the feeling of pride, raise service quality and employee satisfaction levels, and eventually lead to better customer service and an improved bottom-line performance. So hotel industry should analysis the ongoing practices and reformation for such facilities to provide QWL to the employees.

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