Exploring the Presence and Adoption of Quality of Work-Life Dimensions in the Hotel Industry

Supina SUPINA
Faculty of Sciences and Humanities,
Bunda Mulia University, Indonesia.
Email, supina@bundamulia.ac.id
Corresponding author

Amrik SINGH
School of Hotel Management & Tourism,
Lovely Professional University, India,
Email, amrik.singh@lpu.co.in

Abstract

In terms of satisfaction connected to health and safety, advancement in career, self-esteem and actualization, recognition, rewards, physical working environment, and management relationship, quality of work life (QWL) is a contributing aspect to increased levels of satisfaction among employees. To ascertain the current status of work-life linkage while taking into account the demographics of chosen hotels in India and the characteristics of the quality of work-life practices is the objective of this study. Additionally, the study was able to determine the differences in the demographic profile of the hotels that responded to the survey. Descriptive statistics, reliability tests, Spearman's correlation, Levene's Test of Homogeneity, and Kruskal-Wallis tests were utilised by the author in order to arrive at the conclusions that were drawn. In Indian hotels, the existence of QWL procedures was found to be lacking, according to the findings of the study. The dimensions of QWL and the demographic profile of the hotels were shown to have significant relationships with one another. This study has the potential to be utilised as a practical reference for implementing quality of work life (QWL) initiatives for the hotel sector. It can also serve as a tool for doing future research on other areas of job satisfaction.

Keywords QWL (quality of work life); employees satisfaction; employees productivity; employees engagement; chain hotels; non-chain hotels; India

Introduction

The QWL practices make the working place more pleasant for employees which would lead to higher productivity and promote employee stability in the hotel industry. The Quality of Work Life practices intend to develop an association of employees, to provide a better place to work for employees through various QWL indicates such as fair remuneration, equal chance of promotion and opportunities, staff welfare schemes, social security, growth prospects, healthy environment, basic facility related to employees wellbeing, stress management, safety & security, fair compensation, growth prospects will satisfy the employee's psychological, love belongingness and self-esteem needs (Abdullah et al., 2021; Alisagar, 2017; Ambardar & Singh, 2017; Alrawadieh et al., 2019; Kim et al., 2020; Fontinha et al., 2019; Singh & Singh, 2022; Mohamed et al., 2023). Better Quality of Work Life practices support the employees to give better productivity (Dayour & Adongo, 2023). Productivity does not mean only physical output but also better behavior of the employees towards their colleagues, improved team spirit and acceptance level towards unfavorable working conditions without complaints. In organisations, the efficient operation of businesses relies heavily on QWL practises, which will also facilitate the organisation in recruiting and retaining productive personnel, (Beloor, 2017; Ambardar & Singh, 2017; Kim et al., 2020; Singh & Singh, 2022). The primary motivation for advocating the term "quality of work life" has been observed that create win-win situation by creating a better place to work for employees by promoting improved employee welfare practices which will make the employees happy and satisfied with the job. Furthermore, this will lead to enhanced employee productivity, longer periods of employment within the organisation, and ultimately greater hotel profitability in the future.

QWL had become a buzzword of modern times. The industrial revolution had given birth to the term of Quality of Work Life. In today's competitive scenario management expect high productivity from its employees, and sometimes management treats their employees as machine rather than human (Fontinha et al., 2019; Muskat & Reitsamer, 2019; Beloor, 2017; Ambardar & Singh, 2017; Kim et al., 2020; Singh & Singh, 2022). Subsequently, the negative results of high expectations and wrong practices started to become prevalent in the form of absenteeism, employee turnover, poor morale, alcoholism, drug addiction, fatigue, boredom, occasional damage, accidents resulting from inattention, etc., although it is important to keep in mind the significant number of job losses that occurred in 2019 (Kumar et al., 2023). Not to mention the extreme choosiness displayed by the Z-generation regarding job options (Supina, 2020), although Ngoepe & Wakelin-Theron (2023) have found a way to boost the graduates interest in working in the hotel industry. To overcome these problems legislation was enacted in favour of employees to avoid job injuries and harmful working conditions in the organization. Near to the beginning of 20th century and end of 19th century the role of worker continues to evolve. Significant contribution of Maslow, Herzberg and McGregor in introducing QWL cannot be ignored. The term "humanization of work" (QWL) has replaced "quality work life."

The central idea of this concept was to treat employees as people as opposed to machines. The essence of Quality of Work Life had originated in the emergence of life and research, which had become one of the most crucial issues of the modern era for every organisation. Today the term QWL had gained much popularity in every business. Quality of work life as strategy and principle which emphasizes on importance of the wellbeing of the employee at work place (Jayakumar & Kalaiselvi, 2012; Ambardar & Singh, 2017; Singh & Singh, 2022). Quality of work life (QWL) can be guaranteed when people in an organisation are able to fulfil their essential personal needs (Aswathappa, 2008). All organisations require a high quality of work life (QWL) to attract and retain employees (Nanjudeswaraswamy & Swamy, 2013; Singh & Singh, 2022). Being a labor-intensive hotel industry, QWL became an important approach that should be adopted by this industry. Employees of hotel industry face many

problems due to the strict professional culture, long working hours, night shifts work pressure, poor working environment. These problems lead to job dissatisfaction. Thus, the industry must focus on job satisfaction of employees working for them to retain potential workforce and to attract the new potential employees (Ambardar & Singh, 2017; Singh & Singh, 2022). Many researches had been conducted on this issue globally. These studies indicated poor existence of QWL in hotel industry. So, there is a need of longitudinal study for this one of the urgent issue. In this study we study the existing literature in the context of QWL procedures in hotel business, particularly to Indian hotel industry.

Review of literature

Herzberg's stages of change, Maslow's hierarchy of needs, and McGregor's commitment to maximising employee potential all contributed to the development of the concept of work-life quality (Muskat & Reitsamer, 2019). The mid-1960s were a pivotal time for QWL and further this term started evolving to more extent. QWL is processes in which organization recognizes their responsibility to establish such conditions in the working environment which are best for the employees as well as for organization (Josephine & Gunasundari, 2017; Ambardar & Singh, 2017; Singh & Singh, 2022). Workplace quality of life is a solution to the negative effects of work on employees' health and well-being. To retain employees for a longer period of time and to achieve the goals of industrial organisations, every industry strives to provide a better working environment for their employees, which includes all non-financial and financial benefits (Shanmugam & Ganapathi, 2017; Singh & Singh, 2022). The term QWL is a multi-dimensional, which has been revealed by many researchers and industry practitioners in various forms and shapes (Mirvis & Lawler, 1984; Ambardar & Singh, 2017; Singh & Singh, 2022). The quality of work life (QWL) approach is the employee's-oriented approach. In this approach the employees of organization are considered as an asset rather than a cost (Chaturvedi & Pandey, 2017).

The success of hotel industry is dependent on efficiency of its employees and service quality. An organization's excellence depends on the workforce and their working environment of organization (Lieansyah & Iskandar, 2024). The work environment is the major dimension that contributes toward employees' work -life quality (Chouhan & Saini, 2017). In recent years, academic and business communities have paid close attention to the importance of work-life balance for organisational success. QWL helps employees' well-being thereby the well-being of the whole organization. An organization's success depends on its workforce. Thus, in order to achieve organisational goals, employees must be satisfied with their jobs (Dahie et al., 2017). Quality of work life practices (QWL) enhance satisfaction level among employees which is essential for organizations to achieve high performance, growth and profitability (Davoudi, 2014). The term "quality of work life" refers to a wide-ranging initiative aimed at improving workers' attitudes, experiences in the workplace and also help them to them to get adapted with required changes imposed by management. Dissatisfaction with job damage the overall morale of employees regardless of their position and level. QWL boosts the morale of employees. Motivated employees work with 100 per cent dedication and work to achieve organizational objective (Noor & Abdullah, 2012). Hotel industry effected with uncertain, unexpected, heavy duty roaster, strict disciplined environment, and physical and mental pressure. These features of hotel industry may cause personal life adjustment and lead employees' psychological variations resulting permanent transition (Soni & Rawal, 2014; Ambardar & Singh, 2017). Whereas a healthy employee registers a high productivity, positive and assured employees may prove a valuable asset to the organization. This is possible if organizations work in the area of providing safe physical environment and tension free, relaxed working environments and logical working hours (Chouhan & Saini, 2017; Sahni, 2019; Shanmugam & Ganapathi, 2017). Positive mental and physical health have a direct impact on productivity in the workplace, and QWL helps bring about these changes. In today's dynamic workplace, employers must be adaptable and embrace a strategy to enhance the "quality of work life" of their employees in order to meet the needs of both the business and its employees (Singh & Singh, 2022). The present study aimed to assess the quality of work life (QWL) of hotel employees in the Indian hotel industry and examine the relationship between QWL indicators and the organisational profile of hotels. The study also aimed to determine the disparity in the quality of work-life practices among various classifications of hotels.

Research methodology

This empirical study was conducted to identify the association between the presence of dimensions of QWL Practices and demographic characteristics among selected hotels of India. Only Ministry of Tourism (MOT), and Government India-approved hotels were approached for data collection. A convenient sampling method was adopted for the selection of hotels from four regions of India i.e. East, West, North, and South. A total of 628 voluntary responses were received from hotel employees, all over India. This study aimed to understand the status of QWL practices in the Indian hotel industry, and an association was identified in relation to the demographic profile of the hotel. A further difference in the presence of QWL was also figured out in the different categories of hotels in India. The data has been analysed with SPSS software version 21. Various tests such as descriptive statistics, reliability test, Shapiro-Wilk test of normality, Wilcoxon Signed Rank Test, and Spearman's correlation coefficient. The specific objectives were to 1) identify the presence of measurement of QWL in the Indian hotel industry, 2) identify the association between dimensions of QWL practices and demographic characteristics of hotels, and 3) find out the difference between overall QWL practices in selected hotels in relation to the demographic profile. Thus, the following hypothesis are proposed:

H1 The Dimensions of QWL practices are significantly related to the demographic characteristics.
H2 There is a difference between overall QWL practices in selected hotels in relation to the demographic profile.

Result and discussion
Demographic profile
Work practises, both operational and not, were profoundly affected by demographic factors. There was a strong correlation between the quality of work-life practises at hotels and factors like hotel category, hotel age, hotel staff size, hotel location within cities, and hotel ownership structure.

Table 1: Demographic characteristics of selected hotels of India

Variable N= 628		Frequency	Percentage
Type of Hotel	Chain Hotel	392	62.3
	Non-Chain	236	37.7
Category of Hotel	1*	12	1.9
	2 *	72	11.5
	3 *	96	15.3
	4 *	136	21.7
	5 *	234	37.3
	5 * deluxe	78	12.4
Age of Hotel (In-terms of years)	0-5	82	13.1
	6-10	112	17.9
	11-15	228	39.6
	Above 15	184	29.4
Number of Employees in Hotel	Less than 50	102	16.2
	51-100	154	24.5
	101-150	138	22.0
	151-200	120	19.1
	200 and above	114	18.2
Location of Hotel	Northern India	338	53.8
	Eastern India	102	16.2
	Western India	80	12.7
	Southern India	108	17.2

To achieve the research objective i.e. to identify the presence of dimension of quality of work life in Indian hotel industry, descriptive statistics such as, mean, standard deviation, Reliability Statistic, Shapiro- Wilk Test of normality were used for the analysis. To assess presence QWL 63 dimension related with QWL were asked to respondents. In the study, where ever the analysis based on descriptive statistic was done, following parameters had been used for interpretation.

Table 2 Parameters for interpretation

Mean Value	Interpretation
Above 4.5	Excellent
4.1 to 4.5	Good
3.6 to 4	Above Average
3to 3.5	Average
2.5 to 2.9	Below Average
2.0 to 2.4	Poor
Below 2.0	Very Poor

Reliability Statistic for presence of QWL in hotel industry. Variables to measure presence of QWL were made subject to reliability test to measure the consistency of the scale. Value of Cronbach alpha (α) is used to indicate the overall reliability of scale. Cronbach's α value for presence of QWL was .965 which specified that all variables representing quality of work life had higher reliability and validity. Therefore, it is proved that variables exhibited sufficient content validity.

Table 3 Reliability statistics for QWL variables

Cronbach's Alpha	N of Items
.965	63

Adequate and fair remuneration
The adequate and Fair Remuneration dimension consists of seven variables which were related to equality in pay, sufficient rewards for good performance, review of pay, discrimination on the basis of sex, age, religion, and so on. Equitable compensation for comparable labour is contingent upon an individual's accountability, expertise, productivity, and achievements. The aim of asking these questions was to understand whether the Indian hotel industry follows equality in terms of remuneration and adequate pay. The overall mean for this dimension was calculated below average i.e. (M=2.88) which indicated a lack of parity in remuneration in the Indian hotel industry. The mean score for 'hotel establishes a fair and equitable remuneration' (M=2.83) was observed below average.

Table 4 Adequate and fair remuneration

Dimension 1	Mean	Standard Deviation
The hotel has fair and equitable remuneration	2.83	1.17
Pay given as per skills of employees	2.72	1.09
Job is priced as per value of skills	2.73	1.08
Hotel paying competitive salary as per market	2.99	.902
Regular review and revisions of pay followed	2.78	1.02
Incentive policy is fair and simple	2.80	1.11

Hotel follows unity in diversity	3.36	1.07
Combined mean for dimension 1	**2.88**	

Overall results indicated that the hotel industry does not offer competitive remuneration to lead a quality life for the employees. And employees of the hotel industry had the opinion that their work was not been priced in terms of worth. There is no provision for salary revision and incentive policy. On the basis of the results, it can be proposed to industry practitioners or policymakers to reform the policies related to compensation at all levels of employees working in the Indian hotel industry in order to bring motivation among the employees and to enhance the quality of work life.

OSHA

Every hotel organization must check working conditions of employees. Organisation must ensure safe environment to its employees. OSHA dimension composed of nine variables such as clean and hygiene work place facilities, Protection from chemical hazards, OSHA training, safe working conditions, adequate availability of first aid facilities, appropriate use of warning and accident prevention signage, sufficient exit routes and availability of personal protective equipment (Singh & Singh, 2022). Observed Overall mean for this dimension (OSHA) was observed average with mean value of (M=3.28). Respondents was asked to whether OSHA practices are well followed in hotels (M=2.93). It was observed that presence of OSHA was below average in hotels. Further responses were recorded 'did hotel employee receive any training regarding in OSHA practices' (M=2.85), 'The collaboration between employees and management aims to guarantee the utmost safety in the working environment' (M=3.02), 'safety of workers at high priority with management found to be average' (M=3.10), 'hotel has sufficient exit routes for emergency' (M=3.30), 'availability of sufficient personal protective equipment at work place' (M=3.39) and 'adequate first aid facilities are available in hotels(M= 3.40' and 'hotel follows warning signs and accident prevention signs strictly' (M=3.72). On the basis of descriptive analysis, it can be observed that hotel management kept guest and employees on priority in order to prevent misshaping in the premises. Presently hotels are serious towards healthy, hygienic and safety of employees. But industry should conduct training session on OSHA for the employees so that employees can be protected form accidents.

Table 5 OSHA

Dimension 2	Mean	Standard Deviation
OSHA practices are well followed.	2.93	1.06
Clean and hygienic work environment	3.82	.845
Management is concerned for staff safety	3.10	1.08
Employees are given training in OSHA practices.	2.85	1.10
Freedom of speech available	3.02	1.03
Adequate first aid facilities are available.	3.40	1.00
Proper signage are displayed in hotel	3.72	.831
Hotel has sufficient exit routes for emergency.	3.30	1.07
Hotel has adequate personal protective equipment	3.39	.955
Combined mean for dimension 2	**3.28**	

Stress management

Stress Management dimension consists of ten variables i.e. taking stress at work, extra hours work beyond usual schedule, not extra remuneration for extra work, not enough rest during working hours, no provision for stress releasing techniques, not allowing to get off from duty in case emergency, quality time spend with family, no spare time to take care of family matters, interference of job life with work life and no guest lectures and workshop on stress management. Combined mean score for dimension 3 (stress management) concluded below average with mean value of (M=2.91) which indicated that employees working in hotel industry living with stressful environment in terms of long duty hours, break shift, guest handling and low wage rates etc. Hotel employees feels stress at work (M=4.05) followed by working extra hours beyond their usual schedules (M=4.10) observed high mean value and indicated poor quality of work life of hotel employees with stressful atmosphere. Further results inferred that remuneration for extra hours worked (M=2.14), provision of enough rest during working hours (M=2.26) and quality time to spend with your family (M=2.43) revealed the poor status of these facilities in Indian hotel industry which is really a matter of concern for policy makers. Further, provision for get off from the duty easily in case of emergency in family (M=2.86) inferred that hotel industry has stressful working environment with below averages mean score mentioned in the below table. In addition to that, employees were of the opinion that in hotel industry, their work is highly stressful due to long working hours i.e. beyond duty hours and no rest is given during long shift. These results indicated that hotel employees work under stress. Industry need to take this issue seriously and efforts should be done for improvement in quality of work life practices.

Table 6 Stress management

Dimension 3		
Hotel has stressful work	**4.05**	.954
Unlimited working hours in hotels	**4.10**	.968
Extra remuneration for extra hours	2.14	1.06
Do you get enough rest during working hours?	2.26	.945
Hotel organizes regular stress management FDPs	2.56	1.04
Flexible timing of work during emergency	2.86	1.17
Do you get quality time to spend with your family?	2.43	1.00
Always have time to spend with family	2.74	1.07
There is a mismatch between work life and personal life	3.41	1.13
Hotel arranges workshop and guest lecture to reduce job stress	2.59	.994

Combined mean for dimension 3	**2.91**

Organisational culture

The organisational culture talks about the values and beliefs of organization. Organisational culture is one of the most important organizational concepts that helps in enhancing the employee's satisfaction in the organisation and the organisational commitment of employees. A good and positive organizational culture also contribute in quality of work life among employees. This dimension has eight variables such as sufficient autonomy and control at work, supervisor support, work recognition, learning with new techniques and methods, good place to work with staff of diverse background, performance of committee to integrate people and management, open channel of communication and encourage ventilating the grievances. Combined mean score for dimension 4 (organizational culture) observed below average i.e. (M=2.95) which revealed that the culture of the organization is not healthy and prone to improved working condition. Hotel organization gives sufficient autonomy and control at your work (M=2.78) followed by employee's work is recognised and appreciated (M=2.91). Encouragement to learn and develop yourself with new techniques and methods of work (M=3.05) followed by management maintains open channels of communication with employees (M=3.01) and supervisor supports you at all the time (M=3.21) indicated average level of organizational culture in Indian hotel industry which is not a positive sign of future growth and development and quality of work life of hotel employees.

Table 7 Organisational culture

Dimension 4		
Sufficient autonomy and control at work	2.78	.961
Supervisors are very supportive in nature	3.21	1.05
Appreciation for work is there	2.91	1.09
Opportunities for better growth and learning	3.05	1.03
Hotel follows unity in diversity norms	2.97	1.10
Hotel have committees for grievance redressals	2.91	1.01
There is open channel of communication	3.01	.990
Your hotel has open door policy for employees	2.79	1.02
Combined mean for dimension 4	**2.95**	

Opportunities and growth perspective

Opportunities and growth perspective has seven variables consist of chances of promotion, receive enough help during work, training and development opportunities, training and workshops on cutting-edge methods, presents employees with appreciation awards, favours internal promotions over external ones, and advocates for national unity, among other things. The table revealed that combined mean score for dimension 5 (Opportunities and Growth Perspective) which is average mean value of (M=3.00) and observed average equal opportunities and growth perspective of hotel employees in Indian hotel industry and proved that there is no equal growth and opportunities are available. Hotel promotes national integration through cross-cultural training (M=2.80) followed by having access to sufficient learning and development resources, one can improve one's performance on the job (M=2.89). Further, hotel has provision of various employee's appreciation award (M=3.28) followed by chances of promotion are good (M=3.39) and receive adequate support, resources, and training to complete work-related tasks (2.95) concluded average. Over all mean for this dimension (Opportunity and growth perspective) is average (M= 3.00). But Industry does not offer training & development opportunities for the employees. Although results were on positive note for 2 issues such as appreciation award for better performance and availability of promotion chances.

Table 8 Opportunities and growth perspective

Dimension 5		
Chances of promotion are good.	3.39	.950
Enough support of equipment and material	2.95	1.02
Good learning and training opportunities	2.89	1.04
FDPs on innovative techniques and methods	2.77	1.08
Hotel has employees appreciation awards	3.28	.998
Hotel prefers internal promotion for higher posts	2.94	.997
Your hotel promotes national integration through cross-cultural training?	2.80	1.06
Combined mean for dimension 5	**3.00**	

Future financial security

Employees place a premium on having a secure financial future and a reliable source of income from their place of employment. It serves as both a psychological incentive and a barometer of workplace conditions and organisational design. This dimension contains four variables such as job security, pension scheme, provident fund and employment gratuity. Combined mean score for dimension 6 (future financial security) which is average mean value of (M=3.02) and observed average future financial security of hotel employees in Indian hotel industry. Results has inferred good indication that hotels are quite conscious about employee's provident fund due to labour laws and regulatory bodies. Broadly it can be inferred that future financial security in Indian hotel industry was found average.

Table 9 Future financial security

Dimension 6		
Hotel has secure workplace	2.76	1.09
Do you have any pension scheme for old employees	2.24	1.09
Does provident fund active in the hotel	4.25	.937
Does your hotel provide gratuity scheme	2.84	1.01
Combined mean for dimension 6	**3.02**	

Welfare facility

Welfare facility dimension consists of sixteen variables such as free staff accommodation, separate rest rooms for male and females, adequate staff locker rooms, free food and laundry facility, free transportation during all shift and during night shift only, adequate medical facility, staff cafeteria facility, provision of girl child education, medical insurance, recreational facilities, good mechanism for grievance redressal, crèche facility, flexible work option, provision of compensation in case accident and handling of sexual harassment etc. The combined mean score for this dimension (Welfare Facility) was below average with mean value of (M=2.74) and observed non-existence of welfare facilities in Indian hotel industry. Which would lead to poor QWL in hotel employees. There are few QWL indicators in this dimension observed average mean score i.e. offer free meals and laundry services (M=3.20) and adequate medical facilities are available (M=3.06) inferred average score whereas staff cafeteria facility is hygienic and satisfactory (M=3.54) followed by sexually harassments cases are handled carefully and seriously in hotel (M=3.64). Results of the study indicated that hotel industry provide clean and hygienic work place facility and staff cafeteria. The following statistics also show that most of the time the hotels' welfare facilities are about par. Industry provide basic facilities to its employees such as food, laundry, cafeteria, medical facilities and so on. But industry does not provide good accommodation, free transportation during all shifts, girl child education allowance, medical insurance, flexible working hours etc.

Table 10 Welfare facility

Dimension 7		
Hotel provides free accommodation	2.47	1.16
Separate staff rest room for males and females	2.85	1.28
Locker facility available in hotel for employees	2.93	1.26
Free food and laundry facility for staff	3.20	1.16
Transport service for night shift available	2.98	1.08
Free transport service for all shifts	2.23	1.16
Adequate medical facilities are available.	3.06	1.18
Staff cafeteria facility is hygienic and satisfactory	3.54	1.06
Provision for free education to girl child	1.93	1.07
Medical insurance of staff available	2.57	1.21
Staff recreation, sports and fitness facility	2.47	1.11
Good mechanism for grievance redressal	2.62	1.14
Does your hotel have crèche facility?	2.09	1.11
Does your hotel have provision of flexible work options?	2.51	1.08
Hotel provides compensation for on duty accident	2.85	1.16
Sexually harassments cases are handled carefully and seriously in hotel	3.64	1.11
Combined mean for dimension 7	**2.74**	

H1- Association between dimensions of QWL in relation to organisational profile of Indian hotels

Dimension-1 (Adequate and fair remuneration)

The relationship between dimension 1 (adequate and fair remuneration) and selected organisational profile variables like hotel type, hotel category, hotel age, and hotel employee count was determined using Spearman's correlation. The findings indicated a strong and statistically significant correlation between Dimension 1 and the number of hotel employees (r_s= 210** ,p<.01) and hotel category (r_s= .219**,p < .01). It is also implied that there is no correlation between hotel category and hotel age.

Dimension -2 (OSHA)

Dimension 2 was also analysed for its correlations with organisational profile variables; the findings showed a positive, statistically significant link between OSHA and both hotel category (r_s= 367** ,p < .01), and staff size (r_s= 353** ,p<.01). A significant negative correlation (r_s= -.157** ,p < .01) was found between this dimension and hotel type, while no correlation was found between hotel age and this dimension.

Dimension -3 (Stress management)

In order to determine the nature of the connection between dimension 1 (stress management) and selected organisational profile variables, such as the type of hotel, types of hotel, age of hotel, and the hotel's employee count, Spearman's correlation was utilised. The findings showed that dimension 3 exhibited a strong significance with the category of hotel (r_s= 119* ,p < .05). However, there was no correlation found between dimension 3 and the age of the hotel, the number of employees in the hotel, or the type of hotel.

Dimension -4 (Organisational culture)

Dimension 4 (organisational culture) was found to have a negative significant relationship with hotel age (r_s= -.152** ,p < .01) and a positive significant relationship with hotel category (r_s= .288** ,p < .01) and employee count (r_s= .255** ,p < .01) using Spearman's correlation. The hotel chain did not seem to have any correlation.

Dimension -5 (Opportunities and growth perspective)

There was a negative significant relationship between dimension 5 (Opportunities and Growth Perspective) and Hotel Type (r_s= -.203**,p .01), a strong significant relationship between dimension 5 and hotel category (r_s=.355**,p .01), and a strong significant relationship between dimension 5 and hotel employee count (r_s=.292**,p .01). The age of the hotel did not factor into the findings of dimension 5.

Dimension -6 (Future financial security)

It was discovered that there is a relationship between the organisation profile and dimension 6 (future financial security). According to the findings, there was a significantly negative correlation between dimension 6 and the type of hotel (r_s = -.127*, p.05), a significantly positive correlation between dimension 6 and the category of hotel (r_s =.236**, p.01), and a significantly positive correlation between dimension 6 and the number of employees in the hotel (r_s =.167**, p.01). In addition, there was no correlation found with the age of the hotel.

Dimension -7 (Welfare facility)

The Spearman's correlation method was able to shed light on the connection that exists between dimension 7 (welfare facility) and various variables that are part of the organisational profile. Based on the results, there was an inverse correlation between dimension 7 and the type of hotel (r_s = -.204**, p.01), a significantly positive relationship between dimension 7 and the category of hotel (r_s =.339**, p.01), and a significantly negative relationship between dimension 7 and the number of employees in the hotel (r_s =.280**, p.01). There was no correlation between the age of the hotel and their findings.

Table 11 Spearman Rho's correlation between dimensions of QWL and demographic characteristics of selected hotel of India

QWL Dimensions	Types of Hotel	Category of Hotel	Age of Hotel	No. of employees in Hotel
Dimension 1 (Adequate and Fair Remuneration)	-.059	.219**	-.076	.210**
Dimension 2 (OSHA)	-.157**	.367**	-.071	.353**
Dimension 3 (Stress Management)	-.111	.119*	-.107	.062
Dimension 4 (Organisational Culture)	-.096	.288**	-.152**	.255**
Dimension 5 (Opportunities and Growth Perspective)	-.203**	.355**	-.075	.292**
Dimension 6 (Future Financial Security)	-.127*	.236**	-.092	.167**
Dimension 7 (Welfare Facility)	-.204**	.339**	-.055	.280**

H2- Difference between QWL practices on the basis of organisational profile of hotel

The third goal of the research was to determine whether or not there is a difference in the presence of QWL in the Indian hotel industry in relation to the organisational profile of the hotel. It was determined whether or not there was a notable disparity in the presence of QWL amongst various Indian hotel industries in relation to their organisational profiles. Under demographic characteristics, three important variables were considered namely category of hotel, number of employees, age of respondent companies and Job position of employees. Differences in presence of QWL were investigated using non-parametric Levene's Test of Homogeneity, Kruskal-Wallis Test and Jonckheere – Terpstra Test.

Kruskal -Wallis test for identifying differences in presence of QWL in relation to the demographic profile of hotel

In order to determine whether or not there were variations between sets of values for an ordinal independent variable that are statistically significant (organisation profile) and a continuous dependent variable (the presence of QWL in the Indian hotel industry), the Kruskal-Wallis Test was carried out. An additional comparison was carried out by pitting each group against the other groups in the investigation utilising the paired approach. In addition, the effect size, as measured by the r value, is computed and reported for analysis. And finally, a second Jonckheere trend test was carried out in order to make a prediction regarding the trend of the median. In a specific order, it determined whether the group's median had risen or fallen over the previous period of time.

A non-parametric test is the Kruskal-Wallis test.The Shapiro-Wilk test (p < .05) and visual examination of the histogram and normal Q-Q plots verified that the data did not follow a normal distribution, so we used the Kruskal-Wallis non-parametric test. But before applying this test, the data was also checked for other assumptions of test which are as following:

- Assumption 1: The dependent variables in the present investigation were measured on a continuous scale.
- Assumption 2: The independent variable was composed of distinct category groupings.
- Assumption 3: Observations are independent, indicating that there is no correlation between the observations within each group or between the groups themselves.
- Assumption 4: Homogeneity of Variance refers to the requirement that the distribution of scores for each group of the independent variable has the same form, indicating equal variability.

Test of homogeneity of variance

In order to assess the uniformity of variance in the data, the non-parametric Levene's test was utilised. The result indicated that the Sig. value is greater than .05 (p > .05) for all the four demographic characteristics variables. Thus, the variance was not significantly different between the groups and the condition of homogeneity of variance is satisfied.

Table 12: Assessment of variance homogeneity for hotel categories

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14577.307	5	2915.461	1.348	.244

	Sum of Squares	df	Mean Square		
Within Groups	665912.092	308	2162.052		
Total	680489.399	313			

Table 13: Assessment of variance homogeneity for the number of staff in a hotel

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.000	4	.000	.000	1.000
Within Groups	109771.000	309	355.246		
Total	109771.000	313			

Table 14: Assessment of variance homogeneity for job position of staff

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.000	2	.000	.000	1.000
Within Groups	457031.500	310	1474.295		
Total	457031.500	312			

Table 15: Assessment of variance homogeneity for the age of the hotel

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.000	3	.000	.000	1.000
Within Groups	247833.000	310	799.461		
Total	247833.000	313			

The presence of QWL varies in the Indian hotel industry depending on the hotel's category, the number of employees, the hotel's age, and the employees' job titles. The Kruskal-Wallis Test was employed to compare the prevalence of QWL across four demographic characteristics in the Indian hotel industry. The data analysis leads to the conclusion that the presence of QWL varied significantly across groups of the independent variable, with the hotel category serving as the dependent variable of interest $\{H (5) = 40.748$ and p =.000$\}$ was less than .05. For the next independent variable under demographic characteristics, the result indicated that difference in presence of QWL among groups of independent variables on the basis of number of employees, as significance value $\{H (4) = 32.423$ and p =.000$\}$ was less than .05. For third independent variable, i.e. job position of employees, the significance value $\{H (2) = 13.594, p$ =.001$\}$ was recorded less than .05 hence did not show any significant difference. For fourth independent variable, i.e. age of hotel, the significance value $\{H (3) = 12.576, p$ =.006$\}$ was recorded less than .05 hence did not show any significant difference in the presence of QWL. From above test results, it can be inferred that there were strong differences in presence of QWL based on the category of hotel, number of employees, job position and age of hotels.

Table 16: Independent -Samples Kruskal-Wallis Test for differences in presence of QWL in Indian hotel industry on the basis of Demographic characteristics

Variables	Null Hypothesis	Test Statistics	Df	Sig.	Results
Category of Hotel	The distribution of overall QWL is the same across all category of hotel	40.748	5	.000	The null hypothesis is rejected
Number of employees	The distribution of overall QWL is the same across number of employees in hotel	32.423	4	.000	The null hypothesis is rejected
Job Position	The distribution of overall Quality of Work Life (QWL) is uniform across all employment positions.	13.594	2	.001	The null hypothesis is rejected
Age of Hotel	The distribution of overall QWL is the same across age of hotel	12.576	3	.006	The null hypothesis is rejected

Note. The asymptotic significance is shown. the significance level is .05. N= 313

Conclusion

The hotel industry is quite characterised by extended working hours and lengthy occupancies. This industry is also known for the most uncertain duty roasters, Physical and mental pressure, strict professional environment, and high work pressure. All these features affect employee's personal life. This frequently leads to employees making personal life adjustments and engaging in self-psychological adaptations. Furthermore, this leads to enduring transformations in the demeanour of hotel staff. Work-life balance refers to the ability of an employee to achieve and satisfy both their professional and personal goals simultaneously. Therefore, this concept consists of two important aspects i.e. employees' personal & professional growth without any compromise. Every individual should make an effort to achieve both their personal and professional goals. These goals can be compared to two sides of the same coin, which are inherently in opposition to one another. However, the necessity of achieving both is of equal significance. Both the demands and the degrees of satisfaction differ from one industry to the next, based on the work patterns, timings, and pressures that are placed on employees. The purpose of this study is to make an attempt to measure the quality of life that hotel employees in the Indian hotel sector experience in their jobs. The analysis brings to the conclusion that QWL was poor in the Indian hotel industry.

References

Aswathappa. K (2002). *Human Resource and Personnel Management*, Tata Mc Graw Hill Publishing Company, New Delhi.
Abdullah, N. A., Zakaria, N. & Zahoor, N. (2021). Developments in Quality of Work-life Research and Directions for Future Research. *SAGE Open*, *11*(4), 215824402110591. https://doi.org/10.1177/21582440211059177
Aliasgar, S. (2017). Quality of Work Life: Perception of Schools Teachers - Cases Tudy: School Teachers in Kermanshah, Iran. *European Journal of Economic and Financial Research*, 2(1). http://dx.doi.org/10.46827/ejefr.v0i0.91
Alrawadieh, Z., Cetin, G., Dincer, M. Z. & Istanbullu Dincer, F. (2019). The Impact of Emotional Dissonance on Quality of Work Life and Life Satisfaction of Tour guides. *The Service Industries Journal*, *40*(1–2), 50–64. https://doi.org/10.1080/02642069.2019.1590554

Ambardar, A. & Singh, A. (2017). Quality of work life practices in Indian hotel industry. *International Journal of Hospitality & Tourism Systems, 10*(1), 22-33.

Beloor, V., Nanjundeswaraswamy, T. S. & Swamy, D. R. (2017). Employee Commitment and Quality of Work Life – A Literature Review. *The International Journal of Indian Psychology*, *4(2)*. https://doi.org/18.01.040/20170402

Chaturvedi, R. & Pandey, K. A. (2017). A Study of Quality of Work Life in Development Sector with Special Reference to Women Employees. *International Journal of Innovation in Engineering Research & Management*, *04*(01).

Chouhan, D. & Saini, K. (2017). The Impact of Working Environment on Quality of Work Life of Workers of Engineering Industry in Jaipur. *International Journal of Engineering, Management & Medical Research*, *3*(4).

Dahie, M., Mohamed, A. & Khalif, B. (2017). Examining Dimensions Affecting the Quality of Work Life of Lecturers: Case Study from University of Somalia In Mogadishu, Somalia, *International Journal of Advance Engineering and Research Development*, *4*(4).

Dayour, F. & Adongo, C.A. (2023). Work-Family-Leisure Balance and the Psychological Health of Hotel Employees. *African Journal of Hospitality, Tourism and Leisure, 12*(4), 1390-1407. https://doi.org/10.46222/ajhtl.19770720.438

Fontinha, R., Easton, S. & Van Laar, D. (2019). Overtime and Quality of Working Life in Academics and Nonacademics: The Role of Perceived Work-life Balance. *International Journal of Stress Management, 26*(2), 173. https://doi.org/10.1037/str0000067

Gupta, M. & Sharma, P. (2011). Dimension Credentials Boosting Quality of Work Life of BSNL Employees in Jammu Region. *Sri Krishna International Research & Educational Consortium*, *2*(1), 79-89.

Huda, K. N. (2017). Measuring the Impacts of Quality of Work Life Indicators on the Marketing Representatives of Pharmaceutical Industries. *Bangladesh Pharmaceutical Journal 20*(1), 46-53. https://doi.org/10.3329/bpj.v20i1.32093

Jayakumar. A. & Kalaiselvi. K. (2012). Quality of work life an overview. *International Journal of Marketing Financial Services & Management Research,1*(10).

Josephine, J. L. & Gunasundari. K (2017). A Study on Quality of Work Life of Small-Scale Entrepreneurs in Ooty. *International Journal of Management Research & Review*, *7*(2), 123-128.

Kim, H., Rhou, Y., Topcuoglu, E. & Kim, Y. G. (2020). Why Hotel Employees Care About Corporate Social Responsibility (CSR): Using Need Satisfaction Theory. *International Journal of Hospitality Management*, *87*, 102505. https://doi.org/10.1016/j.ijhm.2020.102505

Kumar, J., Subramamanian, T. & Supina, S. (2023). Review of Issues and Challenges Faced by Tourism Stakeholders in Malaysia Due to the COVID-19 Pandemic. *e-Review of Tourism Research, 20*(1), 202-234.

Lieansyah, F. & Iskandar, H. (2024). The Analysis of the Effect of Remuneration Through Employees' Performance Improvement at Discovery Hotel Ancol. *Jurnal Pendidikan dan Keluarga, 15*(2), 20-31. https://doi.org/10.24036/jpk/vol15-iss02/1300

Mirvis, P. H. & Lawler, E. E. (1984). Accounting for the Quality of Work Life. *Journal of Occupational Behaviour, 5*, 197-212. https://doi.org/10.1002/job.4030050304

Mohamed, M.R.T., Farid, M.B., Alkaber, H.M.A., Farag, A.A., Hassanin, M., Afify, S.M.E. & Salama, W.M.E. (2023). The Effect of Hotel Employees' Emotional Labour on Interpersonal Counterproductive Work Behaviours. *African Journal of Hospitality, Tourism and Leisure, 12*(4), 1210-1224. https://doi.org/10.46222/ajhtl.19770720.426

Momeni, B., Shafipour, V., Esmaeili, R. & Charati, J. Y. (2016). The Relationship Between the Quality of Work Life and Sleep in Nurses at the Intensive Care Units of Teaching Hospitals in Mazandaran, Iran. *Journal of Nursing and Midwifery Sciences*, *3(1),* 28-34. https://doi.org/10.18869/acadpub.jnms.3.1.28

Muskat, B. & Reitsamer, B. F. (2019). Quality of work life and Generation Y. *Personnel Review*, *49*(1), 265–283. https://doi.org/10.1108/pr-11-2018-0448

Nanjundeswaraswamy, T. S. & Swamy, D. R. (2013). Review of literature on quality of work life. *International Journal for Quality Research, 7*(2) 201–214.

Ngoepe, L.L. & Wakelin-Theron, N. (2023). Factors That Contribute Towards the Employability of Hospitality Graduates. *African Journal of Hospitality, Tourism and Leisure, 12*(4), 1495-1511. https://doi.org/10.46222/ajhtl.19770720.445

Noor, S.M. & Abdullah, M. A. (2012). Quality Work Life among Dimension Workers in Malaysia. *Procedia. Social and Behavioral Sciences, 35*,739-745. https://doi.org/10.1016/j.sbspro.2012.02.144

Rohidas. B. (2017). Study of quality of work life in KSRTC. *International Journal of Applied Research*, *3*(2), 281-282.

Rose, R., Beh, L., Uli, J. & Idris, K. (2006). An Analysis of Quality of Work Life and Career-related Variables. *American Journal of Applied Sciences*, *3*(2), 2151- 2159. https://doi.org/10.3844/ajassp.2006.2151.2159

Sahni, J. (2019). Role of Quality of Work Life in Determining Employee Engagement and Organizational Commitment in Telecom Industry. *International Journal for Quality Research, 13*(2), 285. https://doi.org/10. 24874/IJQR13.02-03

Shanmugam, B. & Ganapathi. R. (2017) A Study on Quality of Work Life and Job Performance of Construction Workers in Chennai. *International Journal of Scientific Research and Modern Education*, *2*(1).

Singh, A. & Singh, V. K. (2022). The Impact of Ergonomic Practices on Housekeeping Employee Retention and Efficiency in Hotels during COVID-19 in India. *Turyzm/Tourism, 32*(2), 29–50. https://doi.org/10.18778/0867-5856.32.2.02

Soni, H. & Rawal. S. R. (2014). Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry. *Journal of Business and Management, 16*(3), 37-44. https://doi.org/10.9790/487X-16343744

Supina, S. (2020). Generation Z Career Options in the Government Sector in the Tourism Sector with the Presence of the Generation X Minister as a Moderating Variable. *Journal of Indonesia Tourism and Policy Studies*, *5*(1). https://doi.org/10.7454/jitps.v5i1.169

Tabassum, A., Rahman, T. & Jahan, K. (2012). An Evaluation of the Quality of Work Life: A Study of Faculty Members of Private Universities in Bangladesh, *ABAC Journal, 32*(3), 36-57.

Tabassum, A., Rahman, T. & Jahan, K., (2011). A Comparative Analysis of Quality of Work Life among the Employees of Local Private and Foreign Commercial Banks in Bangladesh**.** *World Journal of Social Sciences, 1*(1), 17-33.