

Impact of the Job Quality on Quality of Life of Employees in the Hospitality Industry

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ABSTRACT

The job quality is constituted by the set of work features which foster the well-being of the workers. Job quality is directly linked with the consideration of workers' points of view and this can be found through the development of surveys into job satisfaction and workers' well-being (Layard, 2005). The employees in the hotel industry play an important role in the dealing with their customers which has a direct impact upon providing quality services and also involve a high degree of face-to-face interaction between employees and customers but due to the growing work burden of the employees, they are not able to give ample time to their families. With this background, the objective of the present study is to evaluate the relationship between job quality and job satisfaction and the effect of job quality & job satisfaction of hotel employees on their overall quality of life. Lastly various measures for the improvement of the quality of life of employees working in the hotel industry of this particular region are suggested.

Keywords: *Job quality; Quality of life; Job satisfaction; Hospitality industry.*

1.0 Introduction

Job quality is the term which can be defined as an amount to which an employee is satisfied with personal and working needs through participating in the workplace while achieving the goals of the organization (Swamy et al., 2015). Job quality is mainly constituted by the set of work features which foster the well-being of the workers Green (2006). It helps the tourism sector for earning the revenue from the foreign as well as Indian tourists. Due to the growing work burden of the employees, they are not able to give ample time to their families. The employees in the hotel industry have the most important role i.e they are directly involved in the delivery of quality services to their customers and also involve a high degree of face-to-face interaction between employees and customers.

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Hospitality profession is one of the most stressful occupation, entailing a high degree of physical, mental, and psychological work, because of long hours and high turnover (Zopiatias & Constani, 2006). And this excessive stress may cause emotional burnout, a leading contributor to turnover and thereby leading to more operational costs to the hospitality industry (Zopiatias & Constani 2006). Work-family conflict is a very big problem being faced by the employees these days, which further results in negative outcomes such as fatigue, absenteeism at work and turnover intentions. According to Greenhaus and Beutell (1985), work family conflict occur when contribution in work role create problems in contribution of family role or it can be said that work family conflict arises from work and family related factors such as working shifts, sudden transfer, frequent overtime, and working hour changes which increase conflict risk (Nicole, 2003). Lu (2007) studied the impact of work-family conflict among working women in Taiwan which concluded that work-family conflict was strongly linked with lower job and family satisfaction, greater stress and more severe physical ailments. But job quality differs across gender, with more women than men in low paid with poorer working conditions in advanced economies (Mahadea, 2013).

Gender becomes an essential in job quality analysis. It has often been postulated, and found, that the difference regarding the relationship to work exists between men and women. Females tend to place work second to family and tend to see work more as a duty than as an entitlement (Porfeli & Mortimer, 2010). In advanced economies, job quality differs across gender, with more women than men in low paid with poorer working conditions (Mahadea, 2013). Most of the empirical studies regarding the issues of job quality, quality of life, job satisfaction have been made in industrialized Western countries (Ahearn et al., 2004).

Thus the objective of the present study is to examine the gender difference vis-à-vis job quality & quality of life among employees in A-class hotels of Jammu region which have been categorized by Department of Tourism, Govt. of Jammu and Kashmir. The study also aims to evaluate the effect of job quality & job satisfaction of hotel employees on their overall quality of life. Lastly various measures for the improvement of the quality of life of employees working in the hotel industry of this particular region are suggested.

2.0 Review of Literature

The Present research which is empirical in nature, intends to examine the various division i.e. Job quality, quality of life, job satisfaction in a hospitality industry. To be competitive in the hospitality business, the hotel management needs to recognize the

problems of employee turnover, since quality service and customer satisfaction are regarded as some of the most important core competencies in the hospitality industry. Previous researches have found out that individuals who have difficulty in managing conflicts between work and family domains or family and work domains have low levels of satisfaction with their family (Wayne, Musisca, & Fleeson, 2004). Many challenges have arisen in addressing the balance between job and family responsibilities. Long irregular working hours, and lack of flexibility in working time, unequal distribution of work, non-availability of child care facilities or not finding time to meet the demands of work while fulfilling family responsibilities have been raised. Both women and men are vulnerable to work-family conflict, which is affecting their overall quality of life.

2.1 Job quality

Job quality is multidimensional construct. It is considered to be an important variable as it is significantly related to job satisfaction, job security, wages etc. (Green, 2006).

Feldman (1993) defined Quality Work Life is the quality of relationship between employees and the total working environment. QWL is defined by Lau et al, (2001) as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. Early approaches to job quality already emphasized its multiple economics, sociological and psychological dimensions (Weinert, 1985). Earlier, job quality was linked to job satisfaction, feeling and motivation of worker towards his job (May & Lau, 1999).

Green (2006) has described quality of work life or job quality is constituted by the set of work features which foster the well-being of the worker. Job quality is a complex concept to measure and includes many dimensions, which shows well in the variety of frameworks and key indicators of job and worker characteristics used in the literature for the evaluation of job quality.

2.2 Job satisfaction

Job satisfaction has the direct relationship with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. not only that, many studies have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity (Singh & Jain, 2013). Job satisfaction is defined as the feeling that a worker has about his job or a general attitude towards work or a job (CR. Reilly, 1991) and it is influenced by the perception of one's job. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also

depends on the expectations what the job supply to an employee (Hussami, 2008). According to Grobler, Warnich, Carrell, Elbert and Hatfield (2006), an employee's satisfaction might be defined as the difference between the amount of some valued outcome a person receives and the amount of those outcomes the person thinks he or she should receive. Thus, an employee becomes dissatisfied when things are not the way they should be. Job satisfaction is defined as an emotional state resulting from appraising one's job (Locke, 1969). And it is affected by environmental, individual and psychological factors like the factors that relate to the environment are: communication, employee recognition and so on (Kraye & Westbrook, 1986 & Weiss & Cropanzano, 1996), while those that relate to the individual are emotions, genetics and personality (Cote & Morgan, 2002). Those that are psychological in nature include one's life, family, and community (Wright & Cropanzano, 2000). These factors are are: (1) Communication: It is one of the most important factor in job satisfaction. Whether it is overload, under-load and superior-subordinate type, communication is the most important aspect of an employee's work in modern organizations. The management of communication is crucial for progress on the job. (2) Demands: Demands can be characterized as a communication load the rate and complexity of communication inputs an individual must process in a particular time frame. Employees in the organization may experience communication overload, when occurs when an individual receives too many messages in a short time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process or under-load which occurs when messages or inputs are sent below the individual's ability to process them. Therefore, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which may lead to low level of job satisfaction. It has been concluded in the researches that the supportive aspects of the work environment have a positive influence on job satisfaction (Boles and Babin, 1996). On the other hand, work stress, conceptualized as work-role conflict, work-role overload, and work-role uncertainty, is negatively related to job satisfaction and positively to work-family inconsistency (Boles, Howard & Donofrio, 2001; Boyar et al., 2003). Work stress has been treated as an antecedent to work-family conflict in much research (Boyar et al., 2003; Carlson & Kacmar, 2000).

2.3 Quality of life

Life is lived privately, publicly and secretly. The desire to improve the quality of life in a particular place or for a particular person or group is an important focus of attention for planner. Quality of life has an increasingly important role especially

nowadays. From the second half of the 20th century more people started to use this term in strategies and speeches. After that more countries have been dealing with it, as they realized that this factor has to be measured and it is important to increase it in order to make the residents' life better. Quality of Life (QOL) has long been an explicit or implicit policy goal, adequate definition and measurement have been elusive (Robert Costanza, (2008). So, QWL can be defined as a way of thinking about people, work and organisations and its distinctive elements are (i) a concern about the impact of work on people as well as on organisational effectiveness, and (ii) the idea of participation in organisational problem-solving and decision making.

3.0 Hypothesis Development

Job Quality is basically defined as the conditions and environments of a workplace that are favourable and that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. Whileas some researchers point out that Quality of Work Life (QWL) is not only related to personnel's well-being and their attitudes and feelings towards their job but also goes beyond job satisfaction (Cheung & Tang, 2009; Sirgy, Efraty, Siegel, & Lee, 2001).

Employee satisfaction, as defined by Locke (1976), (often referred to as job satisfaction) is termed as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Employee are generally satisfied when they perceive that rewards from the organization, including compensation, promotion, recognition, development, and meaningful work, meet or exceed their expectation (Hackman and Oldham, 1980). It is seen that the main resultants of an effective QWL program are improved working conditions for employees and greater organizational effectiveness for employers (Green, 2006). QWL positively facilitates the creation of a more flexible, loyal, and motivated workforce, and thereby determines the company's competitiveness.

H1: Job Quality has a significant impact on Job satisfaction.

Life quality World Health Organization (WHO) is defined as individual perception in the living culture-value system that the perception is related to individual objectives, expectations, standards, and concerns, including physical health, psychological state, level of independence, social relations, personal belief, and environment.

Hoppock (1935) was the first person proposing the concept of job satisfaction which he regarded as the psychological and physiological sensations of environmental satisfaction. Job satisfaction among employees, regardless of occupation or sector of

employment, has been an issue of concern and of thorough research during the past decades. As it is, the degree of employee satisfaction is evaluated in relation to the overall working environment. The employee's interest in the job, the rewards obtained, the interpersonal relationships with colleagues and management, the work hazards, including stress and fatigue, and other profession-specific factors contribute to the overall working environment. More recently, job satisfaction has been studied in relation to the employees' health and quality of life. The working environment involves a plethora of risks for the psychosomatic integrity of the employees. It is therefore considered important and necessary that safe and satisfying working conditions have significant impact on quality of life, for both quality and quantity of employee performance.

H2: Job Satisfaction has a significant impact on Quality of Life

The relation between work and quality of life among employees is extremely important to evaluate as individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality of life than those who spent more time on work than family. It is probably because when the amount of time devoted to fulfilling obligations in one domain reduces the amount of time available to perform roles in other domains (Wallis & Price; 2003). As the amount and nature of work-family conflict perceived by the individual is increased, the number of hours spent in each role also increases, for example, requiring employees to work late with little notice might make it difficult for employees to meet family obligations, such as picking up a child at day-care. The stress and nervous tension-based conflict which arises when strain or fatigue is experienced in one role and therefore hinders performance or exploits resources which would be otherwise available for another role (Mauno, Kinnunen & Ruokolainen, 2006); like negative emotional reactions to work place stressors may have the expressions of irritability towards family members or withdrawal from family interaction in order to recuperate (Jones, Burke & Westman, 2006).

H3: Job Quality has a significant impact on Quality of life

4.0 Research Methodology

The methodology applied in this study has been chosen in order to acquire information and conclude about Impact of the Job Quality on Quality of life of employees in the Hospitality industry: A Gender Perspective.” The main purpose of the present study is to examine the gender difference vis-à-vis job quality & quality of life

among employees in A-class hotels of Jammu region which have been categorized by Department of Tourism, Government of Jammu and Kashmir. Besides that the relationship between job quality and job satisfaction among male and female employees in these hotels is also examined and the comparison there in is been made. The study also aims to find out the effect of job quality & job satisfaction of hotel employees on their overall quality of life. Lastly various measures for the improvement of the quality of life of employees working in the hotel industry of this particular region are suggested. So, quantitative approach had been used where a structured questionnaire is chosen as the tool for collecting data. Out of 254 respondents, 211 came to be constructive for the further study. The questionnaire has been divided into three sections. Section-A contained questions relating to the demographic characteristics of the respondents. The demographic characteristics include: respondents age, gender, educational qualification, duration of the stay, and employment status. This section consisted of 5 closed ended questions. Section-B consists of 50 close-ended questions related to nine components of Job Quality. To reduce response bias, questions 3, 11, 16 and 45 were negatively worded. The responses are reverse scored on these survey items to determine the status of Job Quality consisted. Thus, the respondent were asked to indicate their level of agreement on a five-point Likert scale (ranging from 1=strongly disagree to 5=strongly agree). Section-C support for the Job Satisfaction consisted 5 close ended and items. Section-D consisted the 24 close ended items related to the Quality of Life.

5.0 Results and Interpretations

Data analysis was conducted using SPSS 22.0. Results revealed that out of 211 respondents, 114 were male and 97 were female respondents. Most of the respondents belong to the age group between 20-40 years(85.3%) followed by the age group below 20 years and between 40-60 years (6.2%) and only 2.4% belongs to the age group above 60 years. As far as education is concerned, most of the respondents were Post Graduate (48.8%) which is followed by the respondents who were having graduate degree (42.7%) and diploma (6.2%).When asked about the designation, most of the respondents were at managerial level (49.8%) which is further followed up by supervisors (42.7%) and operational (7.65%) as respondents for the research.

The respondents were having the salary more than Rs. 20,000/- (90%) whereas only 7.6% were having the salary range between Rs10,000-20,000/-

Table 1 depicts the strength of association between Job Quality (X) and Job Satisfaction (Y). Hence the coefficient of determination $R^2 = 0.832$ which implies that 83% (approx.) of the variation in the Job Satisfaction is explained by the Job Quality and

remaining 17% of the variation needs to be identified. Hence 83% of the Job Quality affects Job Satisfaction and the regression equation is as under:

$$\text{Job Satisfaction} = 0.255 + 0.939 (\text{Job Quality})$$

The β value of Job Quality and Job Satisfaction is 0.912 which is statistically significant at 5% level of significance. Thus, Hypothesis 1 “Job Quality has a significant impact on Job satisfaction” of the study stands accepted.

Table 1: Representing Regression between Job Quality and Job Satisfaction

Multiple R	.912
R Square	.832
Adjusted R Square	.831
Std. Error of the Estimate	.16641

Table 2: Coefficients Job Quality and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.255	.122		2.088	.038
	Job Satisfaction	.939	.029	.912	32.172	.000
a. Dependent Variable: Job Quality						

Table 3 depicts the strength of association between Job Satisfaction (X) and Quality of Life (Y). Hence the coefficient of determination $R^2 = 0.434$ which implies that 43% (approx.) of the variation in the Job Satisfaction is explained by the Quality of life and remaining 57% of the variation needs to be identified. Hence 43% of the Job satisfaction affects Quality of life. The regression equation is as under:

$$\text{Job Satisfaction} = 3.365 + 0.166 (\text{Job Quality})$$

The β value of Job Satisfaction and Quality of Life is 0.659 which is statistically significant at 5% level of significance. Thus, Hypothesis 2 “Job Satisfaction has a significant impact on Quality of Life” of the study stands accepted.

Table 3: Representing Regression between Job Satisfaction and Quality of Life

Multiple R	.659
R Square	.434
Adjusted R Square	.432
Std. Error of the Estimate	.07452

Table 4: Coefficients Analysis for Job Satisfaction and Quality of Life

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.365	.055		61.538	.000
	Job Satisfaction	.166	.013	.659	12.669	.000
a. Dependent Variable: Quality of Life						

Table 5 depicts the strength of association between Job Quality (X) and Quality of Life (Y). Hence the coefficient of determination $R^2 = 0.788$ which implies that 78% (approx.) of the variation in the Quality of Life is explained by the Job Quality and remaining 22% of the variation needs to be identified. Hence 78% of the Job Quality affects Quality of Life and the regression equation is as under:

$$\text{Quality of Life} = 3.187 + 0.210 (\text{Job Quality})$$

The β value of Job Quality and Quality of Life is 0.888 which is statistically significant at 5% level of significance. Thus, Hypothesis 3 “Job Quality has a significant impact on Quality of life” of the study stands accepted.

Table 5: Representing Regression between Job Quality and Quality of Life

Multiple R	.888
R Square	.788
Adjusted R Square	.787
Std. Error of the Estimate	.04566

Table 6: Coefficients Job Quality and Quality of life

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.187	.031		101.744	.000
	Job Quality	.210	.008	.888	27.846	.000
a. Dependent Variable: Quality of life						

6.0 Implications and Conclusions

The review of the literature clearly revealed worldwide interest in job quality and its consequences for business management, as well as lack of research in the tourism and hospitality industry. Job quality impacts productivity and the acquisition of a competitive edge.

The interest in quality of Tourism industry jobs lie in the fact that business management in their specific field has to manage with complex working conditions in which the first requirement to be met is 24/7 availability, 365 days a year. In fact, industry employees leave the business after their first work experience. This constitutes a talent drain from the tourism to the other industries where initial job quality is much better. As far as hotel sector of Jammu is concerned, the present study reveals that the job quality has a significant and positive impact on quality of life of employee which means the more the satisfied employees are with their jobs, the better would be their Quality of Life.

Previous studies (Rosa Santero Sanchez et al., 2015) on Quality of work focused primarily on salary and these studies revealed that the working time duration is another very important aspect influence employees, particularly women significantly. The present findings have managerial implications as well as far as Jammu are concerned. The better understanding is required by the authorities for improving working environment that could help in enhancing productivity. Additionally, the inherent social inequality in term of pay gap drains the industry's potential talent which also requires a due consideration by concerned authorities (Santero-Sanchez et al., 2015). However, different studies showed that due to long lasting working hours employees have to compromise in their personal vis-à-vis professional life (Santero-Sanchez et al, 2015).

Another significant finding is that working hours are helpful to job quality which favors their life-work balance, and determine their career promotion, working condition and overall position in the industry. Further to the present study, job quality, consequently directs the productivity in tourism industry as well as in the hotel industry. Moreover, working conditions, promotions, leave benefits other related components for the welfare of the employees is the need of the hour which should be taken into consideration as Job quality significantly influence not only their satisfaction but also helps in improving their overall life quality.

The present study constitute a promising line for future research in which features impacting job quality could be explored from the gender perspective. The study has been conducted in Jammu region whereas the results may vary in other areas or segments depending upon the geography and surroundings of the hotels. No differentiation has been made on the basis of demographic profile which may give the scope for the further studies to be conducted with relevant constructs.

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