



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY ON IMPACT OF JOB SATISFACTION ON QUALITY OF WORK LIFE AMONG EMPLOYEES IN HOTEL INDUSTRY (WITH REFERENCE TO CATEGORIZED HOTELS IN FARIDABAD REGION)

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ABSTRACT

Job satisfaction and quality of work life go hand in hand when talked about real satisfaction since one is the outcome of other. The present paper attempts to examine the impact of job satisfaction and its characteristic on quality of work life of employees working in categorized hotel. The basic objective of the study was to determine the gender difference in term of satisfaction with quality of work life between male and female workers. Also attempt is made to measure the level of quality of work life among the employees is made. Impact of demographic variables and quality of work life between the two genders. is also determined. Data was collected quantitatively using questionnaire. Data was analyzed using tools like t-test, chi-square, ANOVA, and regression analysis to test the hypothesis and reliability of the collected data. From the findings it is clear that there exists a positive relationship between job satisfaction and quality of work life. Also it is seen that as the feeling of quality of work life increases satisfaction from job also gets enhanced. The results indicate that hotel industry which demands a hospitable and pleasing role on the part of employees working in different departments require a qualitative work life first in order to be satisfied and give their best. Thus focus on measures like job monotony, unclarity in goals, employee attrition, and role stress need to be properly handled.

KEYWORDS

Hotel industry, Job satisfaction, Job stress, Quality of work life.

INTRODUCTION

The job satisfaction of an employee is a topic that has received considerable attention by researchers and managers alike. The most important information to have regarding an employee in an organization and is a validated measure of his/her level of job satisfaction (Ball, S. D., Johnson, K., & Slattey, P. (1986)). Behavioral and social science research suggests that job satisfaction and job performance are positively correlated. (Steven Simoens, Anthony Scott, bonnie Sibbald).

The ultimate objective of any organization is to keep its employees happy, productive and sustaining their stability. This is only possible when basic requirements like clearly defined role and goal, instruction or direction, scope for creativity in workplace, less pressure leading to stress, fair and adequate compensation structure career planning, equity, training and development of employees and other such factors are been dealt with special care.

The quality of work life is concerned with type of work environment and its impact on overall effectiveness of organization as well as on individual as employees. It includes all such dimensions and parameter which can and have an impact on his decision to stay and level of performance. There are several measures and means by which organization attempts to augment their performance like participative leadership style, job autonomy, clarity in career graph, equity based decision, good physical conditions, merit based promotion etc. The present study attempts to find factors that as part of quality of work life should be considered in making employees satisfied, making work life more qualitative. The finding will help in focusing on factors that employees feel important in making quality of life better and their satisfaction with them in hotel industry.

REVIEW OF LITERATURE

Becker, Billings, Eveleth & Gilbert, 1996; Jaros, 1995; Mowday, Porter & Steers (1982); Shore, Barksdale & Shore, 1995;). Using 370 employees, (e.g., faculty, administrators, staff), from a large southeastern university, Spinelli, M., & Cavanos, G., 2000 found that role conflict and ambiguity exert a direct influence on job satisfaction and physical symptoms, which in turn influence turnover intentions.

Bharati T; Nagarathnamma B; Viswanatha Reddy S examined the effects of quality of work life factors, (e.g., role conflict, role ambiguity, management support) on job satisfying factors, (e.g., retention, higher performance, support, team work etc, and task characteristics on the job satisfaction and burnout of 266 Israeli prison guards. They found that extra organizational factors, especially clarity in direction, low stress level, made the greatest contribution to explained variance (12%) in job satisfaction. Task characteristics accounted for 4.35% and organizational variables accounted for 3.4% of the explained variance. These results suggest that extra organizational types of stresses are as important as intra organizational sources in determining an individual's levels of job satisfaction in Israel. These results also emphasize the impact of the non-work factors on work outcomes in the Israeli context.

Workers at every level form impressions regarding whether they are valued and respected from important cues that emanate from their environment, especially those that come from the leaders directly above them Blau (1999). These impressions are translated into feelings, either positive or negative that become the principal component of a worker's satisfaction. Job satisfaction is a key factor in determining an employee's commitment to work and the degree of job satisfaction to which he or she professes (Boxall, P., Macky, K. & Rasmussen, E. (2003).

Brief's (1998) *in their study in hotel industry* report that fair and equitable pay, promotions, and financial rewards for workers performance are linked to positive job satisfaction. Bruce and Blackburn also report that a clean and safe work place with supportive colleagues can influence job satisfaction. Tett, R. & Meyer, J. (1993) The study of quality of work life and job satisfaction can provide educational administrators with information to make informed judgments that improve job satisfaction and reduce dissatisfaction, and encourage department chairpersons to modify their management style by introducing more provisions for improving quality and to increase job satisfactions among faculty members.

People want to be comfortable and safe while they work. Appropriate lighting, temperature, and noise level are several aspects that keep people from being uncomfortable, and, therefore, from experiencing dissatisfaction. People want the tangible items that they need to work to perform their job well. In an office environment examples for tangibles are computers, copiers, fax machines, and phones. Furthermore, people prefer cleanliness to dirt and living close to their jobs over living far away (Iverson, R. & Derry, M. (1997).

Cooper and Marshal (1976) stated that occupational stress includes the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working conditions associated with a particular job. (Turner, B.A., & Chelladurai, P. 2005)observed that major source of stress is derived from the occupational environment; proponents of this view tend to argue that role holders in certain occupation, irrespective of individual differences, are much more likely to experience stress. Here, the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resource of employees in the organization.

Poznanski, P.J., & Bline, D.M. 1997, conceive of job satisfaction as resulting from the size of the discrepancy that one perceived, if any, between what he expects to receive from his work and what he perceives he is receiving. Reynolds, D & Bielb, D. (2007)) suggests that the satisfaction results from at least three general types of perceptions. First, the person must see that there is a positive increment in the level of desired outcomes he/she receives. Second, the shorter the period over which the improvement occurs, the greater is the feeling of satisfaction (called the notion of velocity). Third, positive increase in the rate of positive change also adds to the sensation of satisfaction. Rhoades and Wiesenberger (2002)) considers employee values, which are defined as those things that might be considered as conducive to his or her welfare. Sherry E. Sullivan) states satisfaction or dissatisfaction resulting from comparison that a person makes between herself and others around her.

Employees' relations with their employing organization are also well documented in many research studies. Among the most researched themes are identification with the organization, satisfaction, and work motivation. In a review on the correlates of perceived organizational support, Rhoades and Wiesenberger (2002) demonstrated that perceived support, defined by how an organization values its employees' contribution and cares about their well being, is related to favorable outcomes for employees ,job satisfaction positive mood) and for the organization (commitment, performance).

Organizational commitment has been extensively studied (see, for example, Spinelli, M., & Cavanos, G., 2000). Shore et al. (1995: 1593) argue that: "Much research literature focuses on ways of developing and enhancing commitment among employees...suggesting that organizations view commitment as a desirable attribute". Job satisfaction has been argued by Blau (1999: 1099) as "probably...the most often researched work attitude in the organizational behavior literature", being seen as a desirable outcome at both the individual and organizational level. Brief's (1998) comprehensive review of research into organizational attitudes substantiates the organizational importance of job satisfaction through its relationship to multiple behavioral and other attitudinal and performance consequences.

Onu et al. (2005) examined the factors affecting job satisfaction of field extension workers in Enugu State Agricultural Development Program in Nigeria using a sample of Forty-two extension staff randomly selected across three agricultural zones. The field extension workers indicated low level of satisfaction with their job content, conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension personnel in Nigeria.

OBJECTIVES OF STUDY

- 1) To gauge the level of quality of work life among the employees in hotel Industry.
- 2) To comparatively measure the level of quality of work life among men and women.
- 3) To determine the relationship between job satisfying factors and quality of work life.

RESEARCH METHODOLOGY

For the present study 4 categorized hotels including 3 and 4 star hotels were selected. Employees at middle level between age group 25-45 were selected for the study .The data was collected through structured questionnaire which was personally administered by researchers. The questionnaire consisted of closed ended question (Likert scale) to gauge the reaction of customers A pilot study was conducted with 25 respondents to check the reliability of questionnaire. Total 250 questionnaire were distributed out of which 238 were returned and usable questionnaire were 220 in total .So sample of 220 is considered for present study.

ANALYSIS AND INTERPRETATION

In order to analyze the collected data SPSS 16.0 was used. In order to determine significant relation between satisfaction with QWL dimensions between male and female t-test was used. Further, Chi-square test was used to determine the association between level of job satisfactions (job characteristic factors) and quality of work life dimensions. Further, to determine significant difference between demographic factor and job satisfaction (job characteristic) dimension ANOVA was used.

Null hypothesis - 1 –There is no significant difference between male and female with respect to feeling towards quality of work life in hotel industry. As is clear in **Table -1** showing t-test for significant difference between gender with regard to feeling towards dimension of QWL feeling.

Table -1: t-test showing significant difference between gender with regard to feeling towards dimension of QWL feeling

QWL dimension	Male		Female		t- value	P value
	Mean	S.D	Mean	S.D		
Satisfaction from job	31.25	3.65	29.34	4.23	2.04	0.035*
Unclarity in direction	44.65	5.84	42.45	5.35	2.76	0.002**
Job Stress	20.45	2.98	18.67	2.65	2.68	0.004**
Overall QWL feeling	96.53	10.87	91.46	11.12	3.24	0.001**

* denotes significance at 5% level

FINDING - -From table it is thus clear that since the value of P is less than 0.01 with respect to unclarity in direction, level of stress in job and overall feeling of QWL thus null hypothesis is rejected and thus there is a significant difference between feeling towards QWL dimensions between male and female workers Also since the value of P is less than 0.05 with respect to feeling of job satisfaction it is clear that null hypothesis is rejected. It is clearly seen that in terms of gender there is a significant difference in feeling towards different dimensions of quality of work life.

INFERENCE -It was seen that female workers are more affected by feeling of lack of satisfaction, unclarity in direction and job stress than male workers. It is due to the fact that female workers need to create a balance between a good professional as well a good homemaker so the burden is more on them to manage.

Since the work pressure is same for both the genders accompanied with a feeling of performing better females are found to be largely affected by QWL dimensions & feel its major implication on feeling towards satisfaction from job as well.

Thus, if organization provides them with certain provisions like flexi timing, suitable arrangement of crèches and safe work environment with less stress the feeling of qualitative work life will definitely enhance.

Null hypothesis - 2

There is no association between job characteristic /satisfying factors and QWL

TABLE-2: CHI-SQUARE SHOWING ASSOCIATION BETWEEN JOB CHARACTERISTIC AND QUALITY OF WORK LIFE

Level of job characteristics	Level of QWL			Row total	Chi-square value	P value
	Low	Average	High			
Low	39	12	6	57	91.503	0.000**
Average	10	74	40	104		
High	13	17	29	59		
Column Total	62	103	55	220		

** denotes significance at 1% level

FINDING - From Table -2 it is clear that value of P is less than 0.01 thus rejecting the null hypothesis at 1% level, thus there is a significant association between job satisfying dimension and quality of work life. The selected factors or variables that were chosen for study like for job satisfaction including pay, promotion, career advancement, supervision showed significant association with QWL dimensions like working conditions, level of participation, flexible policies, satisfaction with organization environment, availability of necessary resources, transparency in policies etc.

INFERENCE - Thus it can be inferred that when job characteristic ranging right from designing a suitable job for selected employees to designing qualitative work environment for employees is been thought it helps in generating a good degree of satisfaction from job as well as the satisfaction from work life quality also becomes sustainable. Thus, it becomes imperative for organization to think upon bringing overall changes in making work environment more conducive, open, building positivity and linking the role of job satisfying dimensions in making employees feel satisfied form work life leading to higher productivity and performance.

It is clear from the table that as the level of quality of work life increases job satisfaction among employees also gets increased .Thus it becomes imperative that if the organization works at introducing innovative ways to make work life more qualitative then job satisfaction directly will also augment which will reflect in behavior of individuals.

Further to confirm the relation between job characteristic and quality of work life multiple regression model was applied. **From Table -3** it is clear that in this model quality of work life is taken as dependent variable and job satisfaction(X1), unclarity in direction(X2), job stress(X3) are taken as independent variable and predictor variables .

TABLE-3: MULTIPLE REGRESSION TABLE

Variable	Unstandardized coefficient		Standardized coefficient	t-value	P-value
	B	Std. error of B	Beta		
X1	0.821	0.165	0.311	3.284	0.000**
X2	-0.182	-0.132	0.102	1.213	0.161
X3	-0.258	0.281	-0.062	-0.812	0.342
Constant	109.136	5.525		14.304	0.000

FINDINGS – From table 3 it is clear that the calculated value of multiple R was found to be -0.342 ,R squared value was -0.124.The calculated F –value was - 10.120 and P value was -0.000**.. The estimate of model coefficient is 109.136 for ao, for a1 is 0.821, a2 is -0.182 and for a3 is -0.258.So the estimated model becomes –

$$109.136 = 0.821 (X1) - 0.182 (X2) - 0.258 (X3) \dots (I)$$

The R squared value of 12.4% indicates that predictor variable explains 12.4 % variance in QWL. From the ANOVA table (**Refer table -4**) it is quite clear that F-value 10.120 and P value 0.000 is highly significant less than 0.01.It can be interpreted from this that the estimated model line is not equal to zero indicating linear relationship between the predictor variable and QWL.

From table 3 and 4 it is seen that though the model do not explains to a large extent the variance caused by job satisfaction on quality of work life dimensions to a large extent however since the value of p is less than 0.05 there seems to be a linear relationship between the two stating that the two are dependent and significantly related with each other.

TABLE-4 ANOVA TABLE

	Sum of Squares	d.f	Mean square	F	Sig.
Regression	4163.414	3	1326.162	10.120	.000**
Residual	31257.612	216	138.420		
Total	35421.026	219			

It is also clear that Beta value for job satisfaction is highest (0.311) followed by unclarity in direction (0.102).The Beta value of job stress has made least contribution in this (-0.062)

INFERENCE - From above results and analysis it can be inferred that the regression model does explains to a large extent the variance caused by job characteristic on QWL however since the relationship is significantly strong it can be inferred that the two are mutually related and dependent on each other. The value of p is less than 0.01, so the independent variable job satisfaction is highly significant for the stated model. The rest of independent variables are not significant at 95% confidence level. Thus it can be concluded that as quality of work life will increases job satisfaction will also increase whereas with unclarity in direction and job stress it will reduce.

Except job satisfaction rest other factors have a lower impact on explaining the impact. Thus, if organizations take necessary action and consider the role of these job characteristic and QWL dimensions while designing plans and practices it will lead to better satisfaction and feeling of commitment amongst the employees.

Null Hypothesis -3 - There is significant impact of demographic variables like age and nature of work and tenure on feeling towards quality of work life

Null hypothesis 3.1 – Employees of higher age groups require more quality in work life

Null Hypothesis 3.2 Employees with stressful nature of work require high quality of work life

Null hypothesis 3.3 Employees with long tenure needs more quality of work life.

In order to determine impact of demographic variables on quality of work life t-test, ANOVA and Levens test for equality of variance was applied .This was applied to see whether there is any impact of demographic variable on response of employees feelings towards quality of work life .

FINDINGS (Table 5) –As hypothesized it was found that (Refer table 5, 6 and 7) that demographic variable except gender in above case do not have a significant influence on quality of work life. The significant value for age which is 0.854 reveals that all age groups exhibited similar kind of behavior with respect to quality of work life. This clears that irrespective of age each employee’s looks for better quality of work life which definitely will increase job satisfaction.

TABLE-5: INDEPENDENT SAMPLE TEST FOR DETERMINATION INFLUENCE OF AGE ON QUALITY OF WORK LIFE

	Leven’s test for equality of variance		t- value	Sig(2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
QWL Equal variance not assumed	.002	.956	-.180	.854	-.0302	.15076
Equal variance not assumed			-.180	.854	-.0302	.15071

INFERENCE TABLE-It can be thus inferred that irrespective of age employees satisfaction from job highly affected their quality of work life Though hypothesis assumed that there is as such difference in feeling of work life quality due to age but the results do not confer it Thus organization should strive at its maximum to identify all possible areas and practices by way of which they could feel satisfied from work whether by generating more clarity in jobs or by creating a stress controlled work patterns but for whole workforce attempt should be made to drive maximum outcome by way of providing a qualitative work culture.

TABLE -6: INDEPENDENT SAMPLE TEST FOR DETERMINATION INFLUENCE OF NATURE OF WORK ON QUALITY OF WORK LIFE

	Leven’s test for equality of variance		t- value	Sig. (2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
QWL Equal variance not assumed	.113	.735	.032	.972	.0047	.15792
Equal variance not assumed			.032	.972	.0047	.15765

FINDING- From table -6 it is seen that the significant value of nature of work which is 0.972 and its influence on quality of work life indicates that nature of duty and work do not influence quality of work, this further indicates that whatever may be the nature of work in hotel industry with respect to different departments, qualitative work life is most required.

INFERENCE - Thus, there is statistically no significant difference in employee's nature of work and perception about role of job satisfaction and its affect on quality of work life. Since every job involves pressure, commitment and responsibility along with expectation of management everybody views and considers role of having a qualitative work life as an essential tool to drive their performance

Thus organization policy designers should consider the role of different such factors that in one way or other will affect job satisfaction and work life quality.

TABLE-7 INDEPENDENT SAMPLE TEST FOR DETERMINING INFLUENCE OF TENURE ON QUALITY OF WORK LIFE

	Leven's test for equality of variance		t- value	Sig. (2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
QWL Equal variance not assumed	.206	.638	.178	.842	.0220	.11701
Equal variance not assumed			.175	.844	.0220	.11746

FINDING - With regard to tenure of employees it is again seen that the significant value is 0.842 whether the tenure is long or a candidate is a newcomer. Thus since the significance value is much higher at 0.05 level of significance it can be concluded that there lies no difference in perception regarding relationship between job satisfaction and quality of work life dimensions.

INFERENCE –It can be inferred from above table that irrespective of the stay and tenure in organization employees crave and look for supporting factors that could drive their satisfaction and make work life quality more effective.

Thus it can be concluded that any of the demographic factor whether age, tenure or nature of work there lies no significant difference in perception of employees and everybody perceives job satisfaction and qualitative work life as essential factor in determining their better performance, commitment and higher results. Rather it is very much required at every level to keep people happy, satisfied, and productive and retain them for long run.

CONCLUSION

It is seen that irrespective of the gender and nature of work or tenure all the employees aspire to have a better quality of work life. It was further seen that there exists a significant relationship between quality of work life and job characteristic factors. It was also seen that as quality of work life increased job satisfaction also increased. Job satisfaction seemed to increase the quality of work life whereas factors like unclarity in direction and stressed work environment reduce quality of work life. Thus, quality of work life is seen as amongst the most prominent factor that influences job characteristic including job satisfaction among employees in hotel industry.

The result of this study supports the proposition that the degree of satisfaction in QWL is related to the degree to which an individual feels and believes that in a working environment his or her success criteria that he has designed for himself are been met. It can thus be concluded that job satisfaction correlates as well as contributes with quality of work life. Other factors like unclarity in direction or stressful work environment contribute least to quality of work life.

Thus, overall it can be concluded that quality of work life has an influence on job satisfaction of employees. Organization should strive to sustain this satisfaction among employees by providing safe and secure work environment, congenial working conditions, planned jobs with clarity in direction and defined limits to avoid unnecessary work pressure on employee's. Steps like these will ensure better performance, better retention and higher commitment towards work.

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