Expected Quality of Work life (qwl) and the impact of the gap between perception and expectation of QWL attributes on ECSQ and Turnover intentions among Hotel employees.

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Abstract

Purpose
The purpose of the current study is to explore the expected Quality of Work Life (QWL) attributes for the hotel employees and to examine how the gap between perception and expectation of these qwl attributes affect Employee's Commitment to Service Quality (ECSQ) and turnover intention to other hotel/other service industry/other profession, based on gender, age, tenure in the industry, department and organization.

Design/Methodology/Approach

This study was carried out in three phases. Phase I was a qualitative study that was framed with the objective of finding out the expected Quality of Work Life (qwl) attributes for the hotel employees. Data was collected using open-ended questionnaire, interview, focus group discussion from final year hotel management students from 3 institutes who have undergone training in various hotels and from employees of 3 hotels working in 4 core departments (Front office, House keeping, Food and Beverage service and Food and Beverage production).
Phase II was a quantitative study that involved administering questionnaire to employees of 4 core departments in 3 hotels. The questionnaire had 4 sections:

The first section comprised of statements on perceptions and expectations with respect to qwl attributes gathered in phase I. The rating were based on the satisfaction with respect to these attributes with scores ranging from 1 to 5 (strongly disagree to strongly agree).

The second section comprised of statements to measure Employees Commitment to Service Quality (ECSQ). The rating are based on the satisfaction with scores ranging from 1 to 5 (strongly disagree to strongly agree).

The third section comprised of statements to measure turnover intention to other hotel/other service industry/other profession. The rating were based on scores ranging from 1 to 5 (strongly disagree to strongly agree).

Fourth section comprises of questions related to employee information.

Findings

Phase I study identified 42 attributes of qwl in the context of this study. A comparison with prior studies on qwl attributes revealed some similarity and dissimilarity which is discussed in the concluding chapter. Factor analysis was carried out on these attributes based on gap score to find out if was possible to evolve an empirically meaningful clustering of the items, in order to do further analysis. But it was found that the factor analysis did not yield a meaningful cluster.
Subsequently, given the number of variables involved, a step wise regression analyses was carried out on the quantitative data collected in phase II, to find out how significantly the perception and the gap between perception and expectation (p-e) of these qwl attributes predicted employee commitment to service quality and turnover intention to other hotel/other service industry/other profession. The findings indicate that certain set of qwl attributes affects ECSQ and turnover intention to other hotel/other service industry/other profession. The findings was substantiated by the third phase of the study, that involved interviewing Managers and employees of the hotel to seek their explanation. The interpretation and explanations for the observed relationships by the hotel employees are discussed in chapter 4. The conclusion and discussion of this empirical study is listed out in chapter 5.

Research limitations

The findings of this study should be considered along with the limitation of this study, which is explained in Chapter 5. One of them being that is since hotel employees had heavy workload and busy schedule, data could be obtained from 3 institutes and 3 hotels located in Mangalore city therefore, generalizability of the theoretical model is unknown.

Practical implications

Given the high incidence of employee turnover in the hospitality industry and the importance of service quality, practitioners and academics alike should be focused on a more complete understanding of the expected qwl attributes. The present study is an exploration into the identification of the relationships among the qwl attributes, ecsq and turnover intentions. Management and HR professionals can draw interventions based on
the study findings about qwl attributes that are linked to employees' commitment to service quality and turnover intentions, in order to provide employees with a work life that is conducive for ECSQ and retention.

**Originality/value**

Three original contributions of the study are that:

The hotel industry was chosen as it is a highly labour intensive and lesser researched area, serving thus, as a suitable framework to explore future/present hotel employee’s expectations of qwl attributes and investigate the influence of this primary data on study outcomes, rather than relying on secondary source of data.

It provides insight which should be helpful for hoteliers, in understanding employees perspective of qwl attributes as well as the gap that prevail between expected and perceived qwl attributes.

Thus this study focuses on the importance of enhancing qwl attributes in the context of the Indian hospitality industry. This study also is positioned to be different in terms of its methodology, as the study comprises of qualitative phase preceding the quantitative phase and then articulating the findings with a qualitative phase i.e. elucidating interpretations on the results from respondents in the hospitality industry.

**Key words**

qwl attributes, employee commitment to service quality (ECSQ), turnover intention