Chapter 2

LITERATURE REVIEW

The review of literature forms the basis of any research study. A carefully conceived research project is characterized by a clear and unambiguous definition of the subject under analysis. It helps to provide a clear understanding of the concept under study and provides perspectives for research by analyzing the viewpoints and studies carried out by other scholars on the topic under study. The review helps to identify the research gap and provides a direction to the researcher to identify relevant and previously less researched areas related to the topic. It helps to provide justification for the problem identified to be studied. The literature review of this study will build a platform to assess the Quality of Work Life of Hotels employee working in Star category hotels in India. The structure of review addressing various concepts directly and indirectly related to the research problem is presented under the broad subheadings as follows.
2.1 Quality of Work Life (QWL)

"Quality of Life" is a critical issue for the accommodation sector. Accommodation sector is known to be inherently labor intensive, where manpower (human beings) run the show, than machines. However the continuous shortage of manpower in this sector is a continuous looming threat for companies. If people have a choice they prefer vocations in other industries than being employed in accommodation. This is for the reason that usually a negative perception exists about 'Quality of Life' (QWL) for employees about employment in the accommodation sector, that is regarded as a 24 hour industry, requiring 'highly demanding', but usually 'low paying' jobs with 'mere or no benefits' associated with employment.

To understand Quality of Life, the meaning of Quality needs mention.

The term 'QUALITY' can be better understood as follows:

Q - Quest for excellence
U - Undertaking
A - Action
L - Leadership
I - Involvement of the people
T - Team Spirit
Y - Yardstick to measure progress

Following the meaning of Quality, it becomes imperative to understand the meaning and concept of 'Quality of Work Life' (QWL). The term is often also referred as 'Quality of Work Life' (QoWL). In general terms, QWL is a comprehensive construct that includes individual's job (paid work) related well-being and the extent to which work experience at the job are rewarding, fulfilling and devoid of stress and other negative personal consequences. Quality of Work Life (QWL) is a philosophy, set of principles,
which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. As regards the origin of the concept, the term 'quality of work life' (QWL) first appeared near the end of 1960s but became much prominent in 1972 during a International Labor Organization (ILO) conference on International Labour relations. Thereafter it gained much attention of psychologists, health advocates and managements in organizations (Hackman and Oldham, 1976; Sirgy et. al, 2001; Taylor et al. 1979). The term was introduced with relation to gaining insight into the extent to which an organization provide a conducive working environment and is also able to provide benefits to the employees, thereby bringing about a feeling of job satisfaction and resulting in productivity.

Ever since 1970s, thereafter, research geared has continuously geared up to address the quality of work life issues (Ballou and Godwin, 2007; Bearfield, 2003; Elizur and Shye, 1990; Gilette, 2008; Kalra and Ghosh, 1984; Kotze, 2005; Rice, 1985; Saklani, 2010; Stein, 1983) and several definitions of the term have been coined. The concept can be well understood by assessing the definitions from various perspectives.

**Quality of Work Life as a Reflection of General Well Being**

In 1973, Walton defined quality of work life as the conditions and characteristics of work that contribute to motivation, performance, and job satisfaction. It was identified that jobs satisfaction would lead to wellbeing. Equating QWL with general wellbeing of employee has also been suggested by other scholars in later research (Danna & Griffin, 1999; Davis and Cherns, 1975; Kotzé 2004; Nordenfelt, 1993). However Lawler (1982) believes that quality of work life, though it contributes to wellbeing, is different from jobs satisfaction. Some theorists have viewed QWL as being
QUALITY OF WORK LIFE OF OFFICE EMPLOYEES OF HOTEL INDUSTRY

Resort group

Hospitality industry

Front Office Employees

Leisure

Life domains

Demographics
Personality
Health and Safety
Economic and Family
Social
Esteem
Actualization
Knowledge
Creativity
Feelings about establishment
Management

Quality of Work Life (QWL)

Hotel group
the positive emotional reactions and attitudes an individual has towards their job (Rainey, 2003).

Hence QWL from this perspective is related to a content feeling with the job that contributes to wider general wellbeing in daily life and existence, not exclusively related to the job.

**Quality of Work Life from the Perspective of the Individual**

Emphasizing the role of the individual employee on work, Beukema (1987) suggested QWL to be the extent to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. Heskett, Sasser and Schlesinger (1997) explained QWL as the feelings that employees have about their jobs, co-workers and organization in general, that act as a catalyst resulting in the organization’s growth and profitability. They added that a positive feeling of employees towards their job reflects that the employees are happy doing work and a satisfying work environment increases productivity.

Gilgeous (1998) talked of the importance to an individual’s satisfaction with his or her life dimensions, comparing with his or her ideal life, further stating that evaluation of the quality of life depends upon an individual’s value system and on the cultural environment where he lives. Others in later studies (Shamir and Salomon, 1985; Pizam, 2008) have added that QWL is the degree to which work time is rewarding, fulfilling or individually satisfying. In recent research, Cascio (2010) has associated QWL with the ‘perceptions of employees regarding their workplace’

Hence from the perspective of the individual, QWL relates to his perception, attitude and evaluation of his work life.

**Quality of Work Life from the Perspective of the Organization’s Environment**

While general ‘wellbeing’ at work and individual’s ‘satisfaction’ and perception of his work are important to judging the quality of work life, the organization’s contribution towards employee
Quality of Work-Life
Supporting Work-Life Balance

Social/Emotional Well-being
Fostering Relationships

Physical Well-being
Promoting a Healthy lifestyle

Supportive Workplace
Providing a safe and conductive work environment

Mental Well-being
Coping with matters of the mind
benefits and motivation have been given due importance by other scholars to explain the concept of QWL.

Asserting the importance of the organization in contributing to the individual's QWL, Robbins (1989:207) defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". QWL from the organization's perspective is associated with a set of methods; such as autonomous work groups, job enrichment and high involvement adopted in the working system, aimed at boosting the satisfaction and productivity of workers leading to organizational productivity (Chan, and Einstein, 1990). Mirvis and Lawler (1984) point out that QWL is related with satisfaction of employees with wages, hours and working conditions in the organization.

They emphasize that a good quality of work life can be perceived if the organization provides a safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. QWL also consists of opportunities that the organization provides for employees' active involvement in group working arrangement or problem solving that are of mutual benefit to employees and employers. Kotzé (2004) further states that in the past, a business with a QWL was considered as an environment that merely fulfilled employees 'economic needs', but in present times, it covers a lot of other work related dimensions as well as the fulfillment of social needs of the employees along with providing opportunities for growth and advancement. Now the concept includes aspects as reward system, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005).

Therefore, from the point of view of the organization's environment that determines QWL, it can be summarized that QWL includes measures that an organization takes to provide for its employees, a greater opportunity to effectively do their jobs,
REDUCE WORK STRESS MANAGEMENT

- Providing Job Security
- Rewards and Recognition
- Flexible Work Timings
- Increased Employee Participation
- Open Communication
- Job Enrichment
- Career Growth Plans
and thereby ensure the 'holistic well-being' of an employee in relation to work-related aspects.

Drawing form the above three different perspectives that can be taken to understand the meaning of QWL, a recent explanation of QWL by Serey (2006) is quite conclusive and sums up the meaning. The definition is related to meaningful and satisfying work which emphasizes '4 C's' i.e. Concern, Consciousness, Capacity and Commitment. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well.

It is therefore gathered from various definitions that QWL is a 'multi-dimensional' construct that inculcates a variety of interrelated factors. It includes a feeling of 'well being' at work, a 'positive perception of work environment', 'job satisfaction', feeling of 'job involvement', 'motivation', 'physical, health and jobs security', all of which can contribute to high productivity at the job. It also includes 'opportunities for employees' for competence development and individual growth at work. In essence, good QWL helps in providing an employee the right balance between professional and personal life and QWL in an organization is regarded as a major component of quality of life in general (Lawler, Nadler & Cammann, 1980).

2.1.1 Factors in Quality of Work Life

As the various perspectives and definitions suggest that Quality of Work Life consists of a large number of dimensions, factors or inter-related elements (Rethinam & Ismail, 2008).
Many models have been developed to measure QWL and each model has emphasized various factors that contribute to QWL and can be a criteria to measure the same. These widely used models are by Walton (1975), Hackman & Oldham (1975), Westley (1979), and Timossi et al., (2008).

Walton’s model as one of the earliest model to measure QWL specifying various factors as criteria has attracted a lot of attention in QWL studies. His criteria and sub-criteria of QWL are presented in Table 1.

### Table 2.1

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>SUB CRITERIA</th>
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<tbody>
<tr>
<td>Fair and appropriate compensation</td>
<td>Fair compensation, wage balance, participation in results, fringe benefits</td>
</tr>
<tr>
<td>Safe and healthy environment</td>
<td>Workload, weekly journey, process technology, salubrity, fatigue</td>
</tr>
<tr>
<td>Development of human capacities</td>
<td>Autonomy, importance of the task, polyvalence, performance evaluation, given responsibility</td>
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<tr>
<td>Growth and security</td>
<td>Professional growth, trainings, resignations, encouragement for studies</td>
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<tr>
<td>Social integration</td>
<td>Discrimination, interpersonal relationship, compromise of team, valorization of ideas</td>
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<tr>
<td>Constitutionalism</td>
<td>Employee rights, freedom of expression, discussion and norms, respect to individualities</td>
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<tr>
<td>Total life space</td>
<td>Influence on the family routine, possibility of leisure, time of work and rest</td>
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<tr>
<td>Social relevance</td>
<td>Proud of the work, institutional image, community integration qualities of products/services, human recourses polices</td>
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*Source:* (Adapted from Timossi et al., 2008)
Taylor et al. (1979) have identified the essential components of quality of working life as basic 'extrinsic job factors' of wages, hours and working conditions, and the 'intrinsic job factors' of the nature of the work itself. They suggest that a number of other aspects could be added, which include the following:

- individual power
- employee participation in the management
- fairness and equity
- social support
- use of one's present skills
- self-development
- a meaningful future at work
- social relevance of the work or product
- effect on extra work activities

In the same year, (1979), Warr et al., (1979), in an investigation of QWL, have identified relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety as related with QWL.

Walton (1980) has divided the main components of QWL into four categories. According to him, the affecting factors on QWL include: work meaningfulness, work social and organizational equilibrium, work challenge, and richness.

Chander and Singh (1983), state that QWL includes factors like employment conditions, secured employment, income adequacy, sharing of profits, stock options, rewards, employee autonomy, commitment, social interaction, self-expression, self-esteem, satisfaction, democracy, involvement, career
advancement, job enrichment, relationships with supervisors and peers.

In 1984, Straw and Heckscher have identified remuneration, healthy working conditions and social integration in the organization, as factors that contribute to quality of work life.

Klatt, Murdick and Schuster (1985) have identified eleven dimensions of QWL. These are enumerated as, pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis.

Cunningham and Eberle (1990) consider the importance of task, physical work environment, social environment within the organization, administrative system and relationship between life 'on' and 'off' the job as critical factors that have effect on QWL.

Havlovic (1991) suggests that job security, better reward system, high pay, growth opportunities and participation are important factors for QWL in organizations.

Baba and Jamal (1991) include job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational commitment and turn-over intentions, and job content as typical factors and indicators of QWL.

In another study it is found out that QWL construct can best be seen as being dynamic, and as encompassing dimensions such as: job security, reward system, training and career advancement opportunities, and participation in decision making (Lau and Bruce, 1998).

Sirgy et al. (2001) base their study on a new measure of quality of work life on satisfaction with a variety of needs relevant to the work place. Their basic premise of the quality of work life
construct and measure is that workers bring a cluster of their needs to their employing organization and are likely to enjoy a sense of quality of work life to the extent that these needs are satisfied through work in that organization. The emphasize 'need satisfaction' of employees as a criteria for predicting organizational commitment, job satisfaction and satisfaction in other life domains.

QWL is closely related to the more general term quality of life in the sense that life at the workplace affects life outside the workplace as well (Saklani, 2004). Rose et al. (2006) have found in their survey that the relevant factors to an individual's quality of worklife include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life 'on' and 'off' the job suggesting that a balance between work and personal life is critical.

Serey (2006), has observed in his research on QWL, that career growth opportunity is a crucial factor determining constructs of QWL. He points out that QWL includes (i) an opportunity to realize one's potential and utilize ones talents, to excel in challenging situations that require decision making, taking initiative and self-direction; (ii) a meaningful activity perceived worthwhile by the individuals involved; (iii) an activity in which one has clarity of role necessary for the achievement of some overall goals; and (iv) a feeling of belongingness and pride associated with what one is doing and moreover doing it well.

Huang, Lawler and Lei (2007) have identified through their research, factors like, creative and meaningful job characteristics, compensation and benefits, work/life balance and supervisory behavior, as components of QWL.

According to Adhikari & Gautam (2010) measures of Quality of Work Life are: adequate pay and benefits, job security, safe and health working condition, meaningful job and autonomy in the
job. Research also indicates that QWL is combination of policies, procedures, strategies and ambience relating to the workplace in order to achieve employee satisfaction by improving working conditions in the organizations (Nazir et al., 2011).

In summary, though the authors have identified individually diverse factors in QWL, most of the factors are overlapping and more or less have the same work dimensions under consideration, only differing in number. However it can be summarized that QWL includes a wide variety of on the job factors including work environment, individual motivation and growth opportunities and off the job relationship between work and personal life.

The core constituents of Quality of Working Life still continue to be researched in the interest of betterment of an organization, in order to improve the quality of work life of its employees, for ultimate organizational success. It is important for organizations to keep note of all of these to keep its employees happy in the interest of productivity and performance of the organization. QWL in an organization should ensure it includes individual’s job related well-being to provide rewarding and fulfilling work experiences that are devoid of stress and other negative personal consequences.

2.2 Human Resource Management and Quality of Work Life with Reference to Service Industry

The tourism and hospitality industry as a major service sector in particular, is highly labour-intensive and hence is a valuable source of employment for a major part of population all along the continuum of jobs ranging from unskilled to highly skilled and highly specialized. Interaction of ‘management with employees’, and that of ‘employees with customers’ runs like a chain in this service filed. This interaction is the key in determining the quality
of delivery of services and the quality of the tourism experience of customers

Management----------------Employees-------------------Customers

Though this a crucial chain of interactions, the proper management of the workforce in the service sector remains a challenge for tourism organizations as the industry requires tough work by manpower, but usually fails to provide encouraging working environment, compensation or other benefits for its employees. This brings into question the main concern for an organization's human resource management to provide a good quality of work life for the employees.

Any organizations is regarded as a 'social system'. It is 'People' that make up the internal social system of the organization. People are the living, thinking, feeling human beings who form the pulse of the organization. With a large manpower, serving in accommodation establishments, particularly 'hotels' become an ideal examples of a wide social system that consists of individuals and groups. These 'people' i.e service providers in the form of manpower are the key to achieving the objectives of the organization that exists to serve 'people' as customers. Hence to maintain a happy workforce that can lead to happy customers, for an organization to pay attention to the quality of work life of its workforce becomes imperative for the success of the organization. In this context the broader role of 'Organizational Behavior' also becomes important (Aswathappa, 1996; Fincham and Rhodes, 1999; Nelson & Quick 2011; Newstorm and Davis, 1999; Robbins, 2001; Rollinson, 2005; Singh and Chhabra,1998; Wood, 1994).

Organization Behaviour is described as field of study that investigates the impact that individuals, groups and structure have on behavior within organization. Organizational Behavior is
the study of individuals and their behavior within the context of the organization in a workplace setting (Kaifi and Noori, 2011).

The three primary outcomes of organizational behavior are

- job performance
- organizational commitment, and
- quality of work life (QWL).

An important component issue of the study of organization behavior is the creation of conditions in the workplace that are conducive for happiness, contentment and motivation of the workers. These issues are a prime concern for the human resource management and development department of any organization (Beach, 1980; DeCenzo and Robbins, 1996) that besides managing the workforce alone is also concerned with creation of quality working conditions for employees.

Lawler, Nadler & Cammann, (1980), concur that the quality of work life in organizations for manpower, is a major component of quality of life in general. Hence to maintain a quality of work life for employees, organizations adopt an interdisciplinary approach, that addresses the quality with respect to a numbers of domains that are critical for the overall quality of life of an individual, e.g. including components of sociology, psychology, communication and management, in order to understand and manage the 'human resource' capital (HR) that is regarded as the most important resource to affect production and performance in an organization (Stone, 2008).

Hence managing employees in view of the diverse players acting upon them in the environment makes the role of 'Human Resource Management' (HRM) is very important in any organization. Human resource management is the part of the organization that is concerned with the "people" dimension (DeCenzo and Robbins, 1996) of work. Since an organization is a body of people, human resource management is related to
people/manpower acquisition, development of skills, motivation for higher levels of attainments, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress, as well as ensuring maintenance of level of commitment of all the workers in the organization. In essence, it is responsible for maintaining 'good human relations' in the organization and achieving productivity through the same. HRM tries to assure employee satisfaction thereby improving performance and productivity. Proper HRM can further an organization's competitive advantage, and directly contribute to the organization's success.

In managing human resources, managers have to deal with the following:

i) Individual employees who are expected to perform the tasks allotted to them

ii) Dyadic relationships such as superior-subordinate interactions

iii) Groups who work as teams and have the responsibility for getting the job done

iv) People outside the organization system such as customers and government officials

Particularly in the Service industry, that is 'highly labor (manpower) intensive', the value of human resource is prime (Mullins, 1992; Schneider and Bowen, 1993). It is through the process of human resource management that the activities of the organization and the efforts of its members are directed towards achieving organizational objectives. HRM practices can play a pivotal role in improving individual productivity through the interrelationship of people, objectives, structures and management, and can determine the effectiveness, success or failure of an organization (Figure 2.1).
2.2.1 Role of HRM in Tourism as a Service Sector

Human resource management in the service sector has been identified as very crucial (Boxall, 2003; Casico, 1992; Enz and Siguaw, 2000; Filitrault, Harvey and Chibat, 1996; Guthrie, 2001; Salanova, Agut, & Peiró, 2005). Characteristics of the tourism sector are different to other production industries and this may present particular difficulties for the management of human resource. Particularly characteristics exclusive to tourism sector include intangibility of the service, heterogeneity, and perishability of the service encounter. All these characteristics present particular difficulties for the management of extensive human resources involved in delivering the complex tourism service. The sector is often also characterized by low pay, difficult working conditions, poor communication between management and employees, and many clandestine jobs, that makes human resource management further challenging. Further,
the seasonality and unsocial hours in the tourism lead to part-
time and casual work, and therefore result in job insecurity due to
non permanence of this industry. Adding on to all these is lack of
time for training of employees, high employee turnover, poor
career structures and a weak staff commitment to the enterprise
and industry (Bolwell&Weinz,2008). For these reasons, either the
workforce is reluctant to join the tourism service sector
employment, or if at all it seeks employment, the employees are
low on satisfaction and morale in their jobs and show a lot of
frequent job turnover too. Therefore it is a continuous challenge
for HRM in tourism to design strategies to keep the employees
motivated and retain them long term, making the survival of the
tourism enterprise completely dependent on employees.

In tourism a significant component of an employee’s
performance is how he/she can be instrumental in creating
satisfied and loyal the customers. To an extent this depends on
the satisfaction of the human resource itself. Therefore the role of
HRM practices in leading to satisfied employees and assuring a
competitive advantage of business is prime (Schneider and
Bowen, 1993). Heskett et al. (2008) have pointed out that highly
satisfied customers drive growth and profitability in a service
business and that all aspects of the operation that affect
customer satisfaction should be managed under what they called
the 'service profit chain’. The way this chain operates is that
employee satisfaction increases, when internal service quality is
enhanced, which in turn strengthens employee loyalty, raising
employee productivity. Higher productivity results into greater
external service value for customers improving customer
satisfaction and loyalty. The productivity of a service organization
can be measure by customer job satisfaction.

In tourism and hospitality establishments, the recruitment,
selection, orientation and training of employees as service
providers, performance management and reward system have
been identified as significant to customer service excellence and service quality and for the creation of a 'high-quality service climate' (Browning, 1998; Tsaur and Lin, 2004). Gronroos and Ojasalo (2004) state that productivity of an organization is related to how effectively input resources in a process (manufacturing process, service process) are transformed into economic results for the service provider and 'value for its customers'.

The service productivity model (Gronroos & Ojasalo, 2004) suggests a number of contributions that HRM theory and practice could make in the improvement of service productivity. With respect to service provider inputs, service-sector organizations must create an environment in which employees have the skills and the tools to provide effective service (Baum, 2008). The role of organizational rewards (i.e., compensation, benefits and incentives) in inducing a service climate is also important. Therefore the actual provision of 'quality service to customers' becomes dependent not only on the human resource systems in place, but also on the level of dedication and commitment of service employees in the organization.

Hinkin and Tracey (2010) have identified six categories of innovative HR practices used by hospitality and service companies as a culture of caring for employees. These include:

- open communication
- flexible scheduling to meet the needs of a changing workforce
- innovative methods to attract, select, retain a loyal and competent workforce
- training programmes viewed as investment in people emphasizing career tracks and promotion from within
- performance management systems aligned with organizational objectives, and
- compensation programmes reflecting the organizational values and linking pay to performance
Tourism organizations should therefore create encouraging and engaging environment for the employees by providing them 'monetary and non-monetary' benefits along with a feeling of 'participation' and 'emotional association' with their workplace to guarantee a 'quality of work life'. Managers need to address the issue of creating conditions in the workplace that can mobilize human effort to achieve organizational objectives, and "make work meaningful and rewarding" for employees (Curtis & Upchurch, 2008).

2.3 Job Satisfaction and Quality of Work Life

2.3.1 Concept of Job Satisfaction

Employees are the back bone of every organization and without employees no work can be done. Therefore the 'satisfaction of employee' is very crucial for any organization (Bruce and Blackburn, 2001). According to Stein (1983), a satisfying work life is 'good in' and 'of itself'. An employee's feeling of contentment with his or her job can reflect upon his quality of work life. Usually organizations that provide a good quality of work life, show presence of 'satisfied employees', whereas organizations having poor quality of work life, bring about dissatisfaction in employees.

An insight is first needed into the concept of 'job satisfaction'. Job satisfaction relates to inner feelings of workers and is a general attitude towards one's job, the difference between the amount of reward workers receive, and the amount of reward they believe they should receive. The most-used research definition of job satisfaction is by Locke (1976), who defines it as "... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Job satisfaction increases employee's morale, productivity, etc. and creates innovative ideas among the
employees. Satisfied employees provide a higher level of external service quality, the service experience that customers receive and evaluate, which leads to increased customer satisfaction.

Spector (1997) states that the antecedents of job satisfaction can be categorised into two groups. The first group includes the 'job environment itself' and some factors related to the job. The second group includes 'individual factors' related to the person who will bring these factors to the job including previous experiences and personality. Often both groups of antecedents work together to influence job satisfaction. Feldman and Arnold (1983) explain job satisfaction as the amount of overall positive affect (or feelings) that individuals have towards their jobs (p.192). It is also explained as a set of favorable or unfavorable feelings with which employees view their work (Davis and Newstrom, 1989:176).

Luthan (1998) outlined three important dimensions of job satisfaction as follows:

1. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.

2. Job satisfaction is often determined by how well outcome meets or exceeds expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

3. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are: the work itself, pay, promotion opportunities, supervision and coworkers.

Various studies on jobs satisfaction have been carried out, and they all largely identify a number of factors that are crucial to job satisfaction. Some of the widely recognized factors are as follows.

**Factors in Job Satisfaction**

- **Job Clarity**: clear understanding of what is required to be done by the employee at work, and the performance expected from him/her.

- **Salary / Wages**: In accordance with the work done, in relative comparison to other people doing the same work, and opportunity of increase of salary/wages going up the career graph.

- **Benefits**: In addition to salary, including healthcare, insurance, retirements benefits, paid vacations, bonus, etc.

- **Ability to Influence Decisions**: A degree of autonomy in the decision-making process of the organization that contributes to a sense of individuality, involvement and identification with the organization.

- **Job Security**: The security of having the job for a relatively stable and long period of time that can assure personal / sustenance for a long term.

- **Workload**: A manageable workload that keeps one productive and challenged but does not lead to stress or burnout. Neither overload of work leading to burnout or fatigue, nor under load leading to boredom or slack performance.
- **Flexibility**: Possibility of opting to have flexible work schedules that can suit one's attending to personal / home life.

- **Physical Work Environment**: Comfortable / attractive physical working conditions, (space, hygiene, ventilation, safe equipment, etc)

- **Training and Education**: Regular orientation to learn new skills and tasks and keep abreast with latest knowledge and skills for the job.

- **Advancement and New Opportunities**: Challenges and opportunities for growth and promotion up the career ladder.

- **Recognition**: of Individual employee and work, and rewards for good performance increasing prestige and self worth.

- **Interpersonal Relations**: Good relationships in the workplace with colleagues, seniors and juniors. Sense of teamwork and camaraderie. A good social and environment with feeling of love and belongingness.

Organizations need to take care of all these factors to ensure that employees remain satisfied as it is assumed that that satisfied employees have good performance. Oshagbemi (1999) points out the relevance of job satisfaction to the 'physical and mental well-being of employees'. It is believed that satisfied employees are more likely to experience high internal work motivation, to give high quality work performance, and to have low absenteeism and turnover, and contribute more to the organization than dissatisfied ones. On the other hand, lack of job satisfaction is a predictor of quitting a job (Jamal, 1997). It is also often connected with health problems and dissatisfaction with life in general (Thurman, 1977). Though job satisfaction is important to a good quality of work life, it does not guarantee motivation on the job.
However there is a tenuous relationship between job satisfaction, productivity and employee turnover. It can be highlighted as follows:

- **Satisfaction and Productivity:** The general notion is that a happy employee is a productive employee. The relationship between productivity and satisfaction is very high when the employee behavior is not constrained or controlled by the outside factors.

- **Satisfaction and Absenteeism:** It is believed that employees with high satisfaction have higher attendance at the job than employees with lower satisfaction levels who record frequent absenteeism.

- **Satisfaction and Turnover:** Satisfaction is also related to employee turnover. People with high satisfaction stay at their job for a longer duration of time and usually do not have any intent to leave, while those with low level of job satisfaction are likely to leave the organization.

### 2.3.2 Relation between Quality of Work life and Job Satisfaction

QWL has a string bearing on satisfaction (Gayathiri and Ramakrishnan, 2013). High quality work-life conditions and organization environment generally lead to job satisfaction and productive workforce. If quality working conditions are not present, people will tend to become dissatisfied.

The elements of QWL that the organization can contribute to, in order to influence jobs satisfaction positively, are as follows:

1) Fair and adequate compensation;
2) Safe and healthy work environment;
3) Opportunities to develop human capacities by performing meaningful work and suggesting new ways of doing job tasks;
4) Growth and security, which includes opportunities to improve knowledge, skills, and abilities, and a sense of job security;

5) Social integration, which includes the opportunity to interact favorably with both co-workers and manager;

6) Constitutionalism, which includes personal policies that are administered fairly, a work environment free of harassment, and equal opportunities for employees to advance;

7) Total life space, which includes the ability to balance the demands of home and work; and

8) Social relevance, which includes pride in both the job and the employer.

Lippitt (1978), has listed a number of employee's personal needs, the fulfillment of which is crucial for QWL. These needs include:

- Surviving each day with security.
- Interacting with other people.
- Experiencing a sense of personal usefulness.
- Being recognized for achievements.
- Having been afforded the opportunity to improve skills and knowledge.

Keeping these factors and needs in view, it can be said that the provision of a high quality of work life can no doubt result from a determined effort on the part of the employer.

Kotze (2004) noted that in the past, a business with a QWL provided an environment that merely fulfilled employees' 'economic needs'. But nowadays, economic needs are only 'one among the many other needs' that an employee is aiming to fulfill from his organization. Economic remuneration alone in the form of salary or wages is not the only factor detrimental for a good QWL. Employees now have higher expectations from their
employers that go beyond good salary, benefits and physical working conditions.

Working in an organization nowadays employees wish to experience personal growth, have autonomy at work, challenging tasks to perform and an environment that supports their self-expression, and self-fulfillment. Therefore rather than simply providing a good physical environment to employees with sufficient salary, employers in addition, need to consider the 'human dimensions' in their organization and thus focus on the quality of the relationship between the employer, the working environment and employee, thus ensuring positive labour relations within the workplace.

Lewis et al. (2001) have identified that it is not only 'extrinsic rewards' (salaries, tangible benefits, supervisor support and safety and hygiene of the workplace) but also 'intrinsic rewards' such as traits which are specific to the work done, the task content, skill levels, co-worker support, teamwork communication, role clarity, organizational relations, autonomy and challenge that contribute to a determining satisfaction and perception of a good QWL.

Having examined the different views Mirsepasi (2006), observes that QWL is explained by the following factors: (i) Fair and proper payment for good performance (ii) Safe and secure work situation, (iii) The possibility of learning and using new skills, (iv) Establishing social integration in the organization, (v) Keeping individual rights, (vi) Equilibrium in job divisions and unemployment and (vii) Creating work and organizational commitment.

Keeping in view the importance of both the job related elements and human relations in view of the relationship between job satisfaction and QWL, Huang et al. (2007) have enumerated the factors of QWL, as including creative and meaningful job
characteristics, compensation and benefits, work/life balance and supervisory behaviour.

Connell & Hannif (2009) have reported three factors important to QWL as – (i) Job content; (ii) Working hours and work-life balance; and (iii) Managerial/supervisory style and strategies.

While assessing the QWL factors, Cascio (2010) has suggested that organizations need to answer the questions like- are employees safe and satisfied? Do they have a reasonable work-life balance and are they afforded the opportunity to grow and develop as human beings? The answers can reflect upon the perceptions that employees have concerning the workplace.

Highlighting the importance for organization to provide a good QWL for employees, Kotze (2005) states that organizations need to consider the following values in attempt to deliver a QWL to employees.

- Employees should be treated with dignity and respect, which they deserve as human beings in any situation.
- Employees should be supported in what they do and in what they are trying to create.
- Employees have the need to learn and grow within and with the organization and should be afforded this opportunity.
- Employees wish to understand how their organization functions and how their efforts contribute to the whole organization.

Going over the variety of factors important for QWL, it can be summarized that in essence QWL is a determined effort on part of the organization to ‘satisfy’ various life domains of an individual employee’s work life such as health and safety, personal development, self-esteem issues, actualization, rewards and recognition, management issues, social issues and the
physical workplace. Hence QWL is very closely related to a feeling of job satisfaction.

2.3.2.1 Job Satisfaction in Tourism Enterprises

With reference to the services industry, particularly tourism, employee satisfaction is a major step in the process of ensuring competitive service quality. It is believed that satisfied employees in turn lead to satisfied customers and that job satisfaction of employees positively correlates with customer satisfaction (Maxham, 2003). In tourism, as the product/service is delivered by manpower, the human element of the service interface, in particular the attitudes and behaviour of the service provider become very important to determine customer expectations and satisfaction (Witt and Mühlemann, 1994). Therefore, especially in the service sector, employee job satisfaction is a prerequisite to service excellence and positive attitudes on the part of employees, who are not only vital for organizational success in general (Hofmeyr, 1997) but also primarily responsible for customer satisfaction in particular.

However, it is also true that the tourism industry is not well known for high quality employment practices (Janes and Winson, 2010), and is thus always manifest with problems of employee dissatisfaction. Studies show that employees are usually not satisfied with the job itself, job security, and training they get. The industry also requires long work hours and provides lower than average pay (Kline & Hsieh, 2007; Lam et. al., 2001; Thrane, 2008). It is also indicated that employees in tourism often leave the industry due poor working conditions, and a lack of motivation (Kusluvan and Kusluvan, 2000)

Taking the case of hotels in the service sector, it is noted that job satisfaction is important as it helps to ensure that employees will treat their guests with utmost respect. But workers in hotels report relatively low levels of satisfaction (Charles and
Literature therefore suggest that keeping in view the low jobs satisfaction of employees in tourism enterprises, particularly hotels, the management of organizations must introduce a climate that fosters satisfaction through benefits and individual recognition, and in addition also provides some kind of intrinsic and extrinsic motivation that the employees consider relevant for a good quality of work life, eventually leading to good productivity, good host-guest relations, assuring customer satisfaction and retention of employees in the organization to maintain a healthy survival of business in a fiercely competitive environment.

2.4 Quality of Work Life and Motivation

A good quality of work life can assure a degree of motivation of the workforce (Lambert, 1991; Maslow, 1968; Mitchell, 1982). Motivation is defined as individual's intention or willingness to put maximum effort in his/her work to reach organizational goals and enhance one's ability to satisfy some individual needs. The cyclic process of motivation starts from a deficiency of an unsatisfied need, that creates an imbalance in the individual, i.e. drive, leading to action, towards need fulfillment. Thereafter the whole process of need satisfaction leads to reduced tension. In essence motivation is driven by needs.

Motivation at work 'is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration' (Pinder, 1998:11). Work motivation is the process that initiates and maintains goal-directed performance. It also considered to be a degree to which
an individual wants and chooses to engage in certain specified behaviour.

In work settings, the presences or absence of a number of factors can determine motivation of employees that becomes important to assess quality of work life. Therefore understanding the elements of quality of work life that can be instrumental in motivating employees is very important for any organization. Understanding the concept of motivation as applied to organizations is also imperative as motivation is often confused with job satisfaction but is actually not the same. Job satisfaction may or may not contribute to motivation. Hence motivation needs something 'additional' to the presence of job satisfaction factors at work.

To better understand the concept of motivation at work, studies in management and industrial psychology have broadly identified two kind of motivations as follows:

- **Extrinsic motivation**: related to 'tangible' external rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers.

- **Intrinsic motivation**: related to 'psychological' (internal) rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behaviour of individual managers.

Both the factors that determine extrinsic or intrinsic motivation are related to individual employee's "need fulfillment" and are important determinants of quality of work life.
In attempting to understand the relation between quality of work life and motivation, Walton (1973) explains quality of work life as the conditions and characteristics of work that contribute to motivation, performance, and job satisfaction. This makes quality of work life a 'contributor to motivation'. In other words, the higher the quality of work life, the more motivated employees will be. Therefore QWL includes factors of motivation like job security, rewarding systems, promotional opportunities, and involvement in decision-making processes, among others and is related to well-being of employees (Davis and Cherns, 1975, Nadler and Lawler, 1983).

2.4.1 Theories of Motivation in relation to QWL

QWL has its origin in the theories of motivation that provide a sound base for understanding QWL. Some important theories that closely relate to QWL are discussed below.

Need Hierarchy Theory of Abraham Maslow (1954): Maslow gave one of the earliest and much popular ‘need hierarchy pyramid theory’ in the study of management.

Figure 2.2

Maslow’s Need Hierarchy Theory in relation to QWL

<table>
<thead>
<tr>
<th>Needs</th>
<th>Related Work Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Actualization</td>
<td>Challenging Job, Creative tasks, Advancement Opportunities,</td>
</tr>
<tr>
<td>Esteem</td>
<td>Status, Prestige, Recognition</td>
</tr>
<tr>
<td>Love &amp; Belongingness</td>
<td>Affiliation with co workers</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Physical, Financial and Emotional Security</td>
</tr>
<tr>
<td>Physiological Needs</td>
<td>Salary and benefits to meet basic needs</td>
</tr>
</tbody>
</table>
Maslow identified five basic needs of any individual and explained that one moves upward a step wise progression fulfilling the lower order need to the next one. He says at one motivation at one point of time is determined by one particular need and that lower level need must be fulfilled before he is motivated to fulfill higher order needs.

The prime needs identified, by Maslow are as follows:

**Physiological Needs**- the need for food, drink, shelter and relief from pain.

**Safety and Security Needs** – physical, emotional and financial safety and security.

**Love and Belongingness (Social) Needs**– need to be loved and love others in society, be recognized as a member of society and be accepted by one’s peers and to develop friendships.

**Esteem Needs (Egoistic)**– need to be recognized, appreciated and rewarded for achievements, and earn status and respect, autonomy and reputation.

**Self-Actualisation** – need to be given opportunities and challenges to exploit one’s own potential and realize the worth of one’s existence through one’s abilities. Here the individual is concerned primarily with developing his or her full potential as an individual and with becoming all that is possible to become.

Maslow’s (1954, 1968) three base needs i.e. physiological, safety and security and love and belongingness are also known as “lower order needs” while the higher two, i.e. esteem and self actualization are known as “higher order needs”. For an organization it is important to understand the extent to which jobs can incorporate elements that satisfy both lower and higher order human needs in order to motivate employees (Imel, 1982).

Chan and Wyatt (2007) and Chelte (1983) lay special focus on the relevance of Maslow’s theory with respect to QWL. They
feel that organizations should provide an environment that takes care of all the five needs of the individual so that the employees can perceive a good quality of work life. But the need fulfillment should move from lower order needs to higher order. Their presumption is that once satisfied, a lower order need can no longer produce motivation in an individual so an environment that provides opportunities for higher order needs can motivate people to perform. Therefore quality of work life in relation to Maslow’s theory demands satisfaction of basic needs followed by provision of good working conditions, and satisfaction of the need for career advancement, development and growth of an individual’s capabilities.

Rathi (2010) on the lines of Maslow, says that QWL is defined as the satisfaction of an individual’s various needs, such as health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs from his/her participation in the workplace.

The second important theory with regard to QWL is:

Herzberg’s Hygiene Theory or Two Factor Theory (1959). Herzberg, an American psychologist put forth the Motivator-Hygiene Theory of Job Satisfaction for introducing job enrichment for employees which has a close bearing to QWL. This theory is also referred to as the ‘Dual Structure’ theory as it separates causes of job dissatisfaction and job satisfaction. The presence of both ‘Hygiene’ and ‘Motivating’ factors is important for a perception of good QWL.
Table 2.2

Herzberg's Two Factors in Motivation

<table>
<thead>
<tr>
<th>Hygiene Factors</th>
<th>Motivating Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>(that prevent job dissatisfaction)</td>
<td>(that may lead to motivation)</td>
</tr>
<tr>
<td>Company Policy</td>
<td>Achievement</td>
</tr>
<tr>
<td>Supervision</td>
<td>Recognition</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>Work Itself</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Salary</td>
<td>Advancement</td>
</tr>
<tr>
<td>Status</td>
<td>Growth</td>
</tr>
<tr>
<td>Job Security</td>
<td></td>
</tr>
<tr>
<td>Personal Life</td>
<td></td>
</tr>
</tbody>
</table>

The 'Hygiene' factors or 'dissatisfaction-avoidance' factors are also understood as 'Maintenance' preventive) factors or 'extrinsic factors' of the job. These are closely related to the environment and conditions of the work. These include aspects of the job environment such as interpersonal relationships, salary, working conditions and security among others. Of these, the most common cause of job dissatisfaction can be poor company policy and administration. It is believed that a positive presence of all hygiene factors can prevent dissatisfaction at work. The absence or negative presence of any one of these may lead to job dissatisfaction. Hence in terms of QWL, an organization should at least provide all good Hygiene factors. It must be noted that though presence of hygiene factors may lead to job satisfaction but is no guarantee to provide motivation at work.

The Motivating factors on the other hand are understood as 'intrinsic' to the job. Intrinsic factors are related to the job itself. Intrinsic factors seem to influence positively on job satisfaction. Of these, opportunities provided for advancement and growth that may lead to achievement (Maslow's self actualization need) can be the greatest source of extreme satisfaction and motivation. Other factors as job content, the work itself and responsibility are
motivators at work. These motivators (satisfiers) are associated with long-term positive effects in job performance.

In essence Herzberg's Theory (1959; 1976) can be understood by the following assumptions:

1. People tend to become dissatisfied by a bad environment, but they are seldom satisfied by a good environment.

2. The prevention of dissatisfaction is just as important as encouragement of motivator satisfaction.

3. Hygiene factors operate independently of motivation factors. An individual can be highly motivated in his work and be dissatisfied with his work environment.

4. All hygiene factors are equally important, although their frequency of occurrence differs considerably.

5. Hygiene improvements have short-term effects. Any improvements result in a short-term removal of, or prevention of, dissatisfaction.

6. Hygiene needs are cyclical in nature and come back to a starting point. This leads to the "What have you done for me lately?" syndrome.

7. Hygiene needs have an escalating zero point and no final answer.

Herzberg identified that the presence of Motivators is very crucial for QWL of employees. Establishing a similarity between Maslow’s and Herzberg’s theory it can be seen that Maslow’s ‘lower order needs run parallel to Herzberg’s Hygiene Factors’, and ‘higher order needs run parallel to Motivators’. In the hospitality industry, hygiene factors appear more important than in some other industries because employees have low expectations of satisfying their higher level needs and so rely more on the hygiene factors (Mullins, 1998). Herzberg’s theory
has also been studied at length with respect to hotel employees' motivation (Chitiris, 1988).

McClelland's (1985; 1961), APA Theory of Motivation: This theory has similarity to that of Maslow's and Herzberg's. The Achievement Motivation Theory evolved from work of McClelland in 1940s. APA, implies need for 'Affiliation', 'Power' and 'Achievement'. In essence, McClelland's theory postulates that people are motivated in varying degrees by their need for Affiliation, need for Power, and need for Achievement, and that all these needs are acquired, or learned, during an individual's lifetime. Affiliation is similar to lower order need and Power and recognition are higher order needs. However, McClelland states that all three needs are equally important in a job to keep employees motivated and there is no step wise progression of fulfillment. Hence organizations should at the same point provide an environment where APA needs are fulfilled.

Relating the various needs and factors that provide a quality of life and keep the employees motivated as well, Hackman and Oldham (1976) propose eight conceptual categories/factors for assessing QWL. These are similar to needs specified by Maslow and McClelland.

Hackman and Oldham's (1976) identified factors of QWL and motivation are as follows

- adequate and fair compensation
- safety and health conditions at work
- immediate opportunity to use and develop one's capacity
- further opportunity for continuous development and safety
- social integration in the working organization
- constitutionalism in the work organization
- the total space of life and the social relevance of the worker's life
Figure 2.3 provides a picture of the job characteristics that are important for satisfaction of employees at work and beneficial for the organization.

Figure 2.3
Hackman and Oldham's Job Characteristics Model

Hackman and Oldham's factors are similar to lower and higher order needs of Maslow or to Herzberg's Hygiene and Motivation factors. Hackman and Oldham (1980) has identified that a work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL.

Keeping in view various researches on job satisfaction and motivation, Locke (1976) has enumerated the conditions conducive to a high QWL in organizations as the following:

- Mentally challenging work with which the individual can cope successfully
- personal interest in the work itself
- work which is not too physically tiring
- rewards for performance which are just, informative and in line with their individual's personal aspirations
- working conditions which are compatible with the individuals physical needs and which facilitates the accomplishment of his work goals
- high self-esteem on the part of the employee
- agents in the work place who help the employee to attain job values such as interesting work activities, pay and promotions, whose basic values are similar to his own and which minimize role conflict and ambiguity.

There has been a continuous debate of scholars as to whether QWL is composed of facets of satisfaction with various aspects of an individual's job (Carnoy, 2000). Brock-Utne (2000) notes that the most important determinants of QWL are whether an employee finds his job interesting, has good relationships with managers and colleagues, has a high income, is allowed to work independently and has clearly defined career advancement opportunities. Chan and Einstein (1990) explain that QWL reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job.

In view of Mirvis and Lawler (1984) describe the "basic elements of a good quality of work life" are safe work environment, equitable wages, equal employment opportunities and opportunities for advancement (similar to basic and higher order needs)

Robbins (1989) has suggested that an organization can support QWL if it responds to 'employee needs' by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Lau and Bruce (1998) explain that a good QWL environment should include job security, reward
systems, training and career advancement opportunities, and participation decision making, all of which can guarantee satisfaction and motivation.

For a good QWL, Lau et al. (2001) emphasize the importance of a working environment that supports and promotes satisfaction by providing employees with (and meeting the needs of) rewards, job security and career growth. Drobnic et al. (2010) suggest that employees that have secured jobs and pay (basic needs) feel comfortable at the workplace and this affects their overall quality of life.

Therefore, in summary, there is a close association between the organization's environment factors that may lead to job dissatisfaction or job satisfaction and determine for an individual employee his perception of quality of work life and motivation in the organization. Hence organizations need to be aware identifying individual employees needs, the fulfillment of which is detrimental for a good QWL.

2.5 Occupational Stress, Burnout, Turnover and Quality of Work Life

The Quality of Work Life in an organization is a crucial determinant of 'Burnout' and 'Turnover'. Burnout in simple words implies, a breakdown due to stress and fatigue (both mental and physical) and 'Turnover', implies leaving a job.

In order to better understand the concept of Burnout in relation to QWL, it is first imperative to understand the meaning of 'Occupational Stress' in organizations.

2.5.1 Occupational Stress

Occupational stress is stress involving work. Stress, in general, can be defined as the 'reaction of individuals to demands (stressors) imposed upon them' (Erkutlu and Chafra, 2006: 287). Occupational stress, in particular, is the inability to cope with the pressures in a job (Rees, 1997). It occurs because of a poor fit
between one's abilities and his/her work requirements and conditions (Holmlund, and Strandvik, 2005). Occupational stress can occur when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. It challenges an individual's ability to deal with the demands and pressures of work. It has been described as an emotional experience associated with nervousness, tension and strain, brought about by factors related to work.

'Stress at work' is a ubiquitous and multifaceted phenomenon (Lazarus, 1993) that is costly for organizations because it contributes to expensive voluntary turnover (Villanueva & Djurkovic, 2009). Hence work related stress has become of growing concern for organizations and one of the important components of the subject of organization behavior, because excessive stress can influence one's productivity and can have significant economic implications for the organization. On account of the health and societal implications that stress bring along with it, occupational stress has even become a concern for organizational psychologists, physiologists and management of organizations (Comish and Swindle, 1994; Dua, 1994; Motowidlo, Packard, Manning 1986; Murphy 1995; Ross, 2005; Sullivan and Bhagat, 1992; Varca, 1999).

The occupational stress process originates with exposure to stressors that are elements within a workplace environment that cause stress and can be either 'physical' or 'psychosocial'. The tension within the individual on account of stress may lead to consequences like 'Burnout' Mental Health problems, or intent to leave or 'Turnover', eventually (figure 2.4).
From another perspective, stress at work can be a combination of 'work related factors' and 'individual personality characteristics' being described by Antoniou et al. (2006) under 'exogenous' (i.e. unfavorable occupational conditions, excessive workload, lack of collaboration, etc.) or 'endogenous pressures' (i.e. individual personality characteristics, etc) respectively. Research on workplace stress shows that stress is positively correlated with high job demands and low job control (Shain, 2000). Stress is also found to be associated with a perceived lack of 'work-life balance' and there is evidence suggesting that people entering the workforce today are highly concerned with the importance of work-life balance more than their predecessors (Smola & Sutton, 2002).

Through various studies on stress, broadly the nature of stressors has been indentified and presented in Table 2.3.

Often a 'stressor' can lead the body to have a physiological reaction that can strain a person physically as well as mentally.
Table 2.3
Types of Stressors at Work

<table>
<thead>
<tr>
<th>Type of Stressors</th>
<th>Examples</th>
</tr>
</thead>
</table>
| Work factors               | • Excessive work hours  
                              | • Work Overload  
                              | • Unreasonable performance demands  
                              | • Lack of resources to perform work  
                              | • Poor chances for advancement  
                              | • Insecurity in job |
| Physical environment      | • Noise and overcrowding  
                              | • Health and safety risks  
                              | • Lighting, air quality  
                              | • Nature of equipment |
| Organizational practices   | • Lack of autonomy  
                              | • Poor communication  
                              | • Unclear roles and responsibilities  
                              | • Unfair practices  
                              | • Restrictive behaviour |
| Relationships              | • Office politics, competition and conflicts  
                              | • Poor relationships with superiors  
                              | • Bullying or harassment |

A variety of factors contribute to workplace stress such as excessive workload, isolation, extensive hours worked, toxic work environments, lack of autonomy, difficult relationships among coworkers and management, bullying or harassment by management and lack of opportunities or motivation to advance.

Consequences of Stress

Stress has a great impact on one’s performance. While to a certain extent, a degree of stress level can be positive and can motivate people to work, on the other hand, excessive stress after reaching a saturation level can become negative and starts becoming damaging for the individual and organization.
The consequences of stress for the individual and the organization can be explained as follows:

For the Individual

- Unwanted feelings and behaviors – such as feeling of job dissatisfaction, low motivation, low morale, less organizational commitment, absenteeism, intention or thoughts to leave the job, inability to make sound decisions, alienation, and instances of using stress relievers as smoking and alcohol.

- Physiological diseases (poor physical health) – such as increased blood pressure and pulse rate, heart diseases, insomnia, suppressed immune system, injuries, and fatigue.

- Psychological diseases (poor emotional/mental health) – psychological distress, depression, anxiety, passiveness/aggressiveness, boredom, lose of self-confidence and self-esteem, loss of concentration, feelings of futility, disregard for social norms and values, dissatisfaction with life, loss of contact with reality, and emotional fatigue.

For the Organization

- Poor Productivity - decreased quantity and quality of work, technical errors, failure to meet deadlines, wastage of resources, failure to reach expected output, reduced customer satisfaction.

- High Turnover - Increased absenteeism, sabotage and work stoppage, technical errors, increasing conflicts and frequent switching of jobs by employees.

2.5.1.1 QWL and Stress

QWL and Stress have a mutual relationship. One effects the other. It is believed that an environment that has a good quality
of work life is stress free, and on the other hand, reduced stress can lead to good 'quality of work life'. Therefore in the interest of both the individual employee and organizational welfare it becomes a paramount duty of the management of the organizations to monitor the emergence of stress, and introduce measure to reduce or remove the same form the workplace. Managers should try to identify and reduce sources of stress (Blake et al., 1996), in order to increase employee satisfaction, increases productivity of the workforce and reduce negative consequences of stress that may be problematic for the organization.

QWL in an organization can be assessed by combining the 'amount and the degree of stress' and the 'degree of satisfaction' experienced by the individual within his/her occupational role. Chronic job-dissatisfaction is a powerful source of job stress. The employee may see no satisfactory short term solution to escaping this type of stress. An employee trapped in a dissatisfying job may withdraw by such means as high absenteeism and tardiness, or the employee may quit. Hence QWL and Stress have a mutual bearing on each other. While QWL may determine satisfaction, dissatisfaction, or stress level; stress itself may be the main parameter for evaluating the QWL. Based on this, with regard to stress at work, QWL includes an employee's job-related well-being, to the extent that work experiences are rewarding and fulfilling and 'also devoid of any stress or negative personal consequences' (Rose et al., 2006:61).

While stress related factors are a common area of research in organizations, another interest of research is the study of difference of stress levels experienced by male and female employees in work settings (Galanakis et al. 2009, Matuszek, Nelson and Quick, 1995, Olorunsola, 2012, Yu-Chi and Keng-Yu, 2010). Usually in organizations the assumption is that women are more stress prone and when working outside home in paid
employment, there are doing a ‘double day’ in addition to required home chores, that makes their lives very demanding and stressful. Ganster and Schaubroeck (1991) point that women experience a greater level of stress as they are more vulnerable to the demands of ‘work’, to the extent that they often have more ‘non-work’ demands than men. Gregory (1990) has noted that for the female professional, gender stereotyping in the workplace adds to the role conflict stress experience.

Like other industries, in the Tourism and Hospitality Industry, employee stress has been recognized as a significant issue (Rees, 1997; Ross, 1995; Travel Impact Newswire, 2011), that leads to several problems and is costly for both employers and employees (O'Neill and Davis, 2011). Work stress among hospitality industry employees can be understood as both having a 'psychological' and a 'physical dimension', that typically results from a perceived threat. It can result in workers becoming exhausted and cynical (Kim, 2008). However, even within the hospitality sector, research is particularly still lacking, on the relationship between QWL and stress, in the highly demanding hotel industry that keeps its employees on their feet 24/7.

2.5.2 Quality of Work Life Burnout, Turnover

Related to the association between Stress and QWL, it is seen that a poor QWL may lead to ‘Stress’, followed by ‘Burnout’, and finally leading to ‘Turnover’.

2.5.2.1 QWL and Burnout

'Burnout syndrome' is a rising complex phenomenon related to stressful working environment. It was first described in the mid-1970s by Freudenberger, and ever since, it has been the subject of discussion in many studies. Freudenberger (1974, 1980) a psychologist, got interested in the concept of ‘burnout’ after observing instances of illicit and excessive drug use in New York,
way back in 1970s. He explained 'burnout' as a state of fatigue or frustration brought about by devotion to a cause, a way of life, or a relationship that failed to produce the expected reward. It is a state of physical and emotional depletion resulting from conditions of work. The symptoms include a feeling of emotional and physical exhaustion; a sense of alienation, cynicism, impatience or negativism; feelings of detachment; and resentment of work and colleagues.

By the late 1980s, researchers and practitioners began to recognize that burnout occurred in human services, for instance, among managers, entrepreneurs, and white- and blue collar workers.

Maslach's research following in the late 1970s is seen as a major contribution to the concept. In 1996, she defined burnout as "...a state of exhaustion in which one is cynical about the value of one's occupation and doubtful of one's capacity to perform" (Maslach et al., 1996, p. 20), that would lead to 'depersonalization', and reduced personal accomplishment (Maslach and Jackson, 1981; Maslach et al., 2001; Maslach et al. 2008). Burnout has been characterized as a three-dimensional syndrome of: a). emotional exhaustion (i.e., depletion of emotional resources owing to demands of interpersonal contacts), b). depersonalization (i.e., cynical attitudes toward one's job), and c). lack of personal accomplishment (i.e., tendency to evaluate one's work negatively).

The concept of burnout has stimulated research on job stress, particularly for the reason of helping employees. The causes of burnout and the instances of burnout on a job may become visible on account of the following:

- A work environment that is stressful, hostile or unpleasant
- Long hours, often late at night, resulting in a lack of sleep or rest
Meeting tight schedules
A job that is monotonous, repetitive or boring
The pressure of constantly trying to please everyone
Lack of communication with coworkers, supervisors and management
Being assigned job responsibilities without receiving the proper support and guidance
Not having a job description or clearly defined expectations
Feeling as if there is not a sense of balance between work and home life
Working in a position with responsibilities where one feels over or under qualified
Job demands that become overwhelming
Stressful interactions with customers

All these aspects of a job lead to burnout and also directly reflect upon a poor Quality of Work Life.

Burnout syndrome is a frequent occurrence in certain specific professional categories, particularly the service sector, which demands high interaction with people/work with human recipients of services. Hence tourism and hospitality industry based on 'people to people' interaction for provision of services can be an interesting sector for study of burnout.

Burnout may have serious consequences for the employee and the organization (Gonzales, et al. 2006; Schaufeli & Bakker, 2004). For the 'individual employee' in general, his/her job tasks, and responsibilities are adversely affected by burnout. Personal dysfunctions, such as physical exhaustion, insomnia, and increased drug or alcohol usage, can also be a result of burnout (Jacobs & Dodd, 2003). Further indicators of individual burnout
are reflected through lower motivation, dissatisfaction, social conflicts, and lower efficacy (Maslach, Jackson, & Leiter, 1997).

For the 'organization', burnout may lead to poor productivity, low job commitment and dearth of employees due to turnover, thereby increasing continuing organizational costs on recruitment and training of employees. In the hospitality industry, with respect to organization citizenship behavior (OCB) and commitment, burnout has become an important topic of study (Merritt, 2001).

Thereafter, furthering the association between QWL, Stress and Burnout, the related problem of 'Turnover' needs attention as it has implications for the organization.

2.5.2.2 QWL and Turnover

Employee 'Turnover' has started attracting much attention in research in the hotel industry where turnover is a major problem (Bonn and Forbingerm 1992; Cheng and Brown, 1998; Hogan, 1992). 'Turnover' can be understood as a major and final employee response to poor QWL in an organization. It is process in which an employee 'leaves' the organization (and has to be replaced). It is seen as a major problem in organizations where the employees perceive a poor QWL. Like absenteeism, turnover is related to the problem of job dissatisfaction, stress and burnout. Excessive turnover can be a very costly problem, one with a major impact on productivity of the organization. Besides cost, lengthy training times, interrupted schedules, additional overtime from limited manpower, and lack of knowledgeable employees in the organization are other problems associated with excessive turnover.

There are two types of Turnover

Voluntary: Voluntary turnover occurs when an employee leaves by his 'willing choice'. It can be a result of many factors that include lack of challenge, better opportunity elsewhere,
dissatisfaction in present job, or need to relocate geographically, etc.

**Involuntary:** The involuntary turnover occurs when an employee is 'forced' to leave is job by the management (e.g. being fired, lay off).

Studies have increasingly recognized the importance of Quality of Work Life (QWL) in relation to reducing turnover (Boyar et al. 2003; Karatape and Uludag, 2008; Kossek and Ozeki, 1998; Mulvaney et al. 2006; Wiley 1987). However not all turnover is negative for the organization. At times workforce losses are quite desirable, especially if those workers who leave are lower performing and less reliable employees seen as a liability to the organization.

QWL, Stress, Burnout and Turnover and in the Hospitality Industry has gained a lot of research attention recently (Nadiri and Tanova, 2010). Research conducted by Kim, Shin, and Umbreit (2007) illustrates that burnout exists among hotel employees. With regard to turnover in hotels, Cleveland, et al., (2007) have identified that the high turnover rate in the hospitality industry is influenced by the magnitude of challenges involved in the lives of the people. Studies have found out that the problem of high turnover is on account of poor management, low wages and / or, a bad working environment (Haven-Tang & Jones, 2012; Kusluvan et al., 2010)

Turnover in the hotel industry has been investigated in many studies (e.g. AlBattat, 2013; Bidir, 2002; Deery and Jago, 2009; Deery and Shaw, 1997, Denvir, and McMahon, 1992). Wasmuth and Davis, 1983a, 1983b, 1983c), while exploring the high rates of turnover in Australian hotel industry, have discovered that hotel industry particularly is characterized as having a “turnover culture”, which has become a prevalent, longstanding concern for hotel businesses.
Zopiatis and Constanti (2007) have investigated specific human resources issues that challenge managerial level employees of the Cypriot hospitality industry, particularly concentrating on the aspect of motivation. Their study of burnout and turnover intention in the hotel business indicates that managers with high level of customer contact are more likely to experience burnout and turnover.

Other studies in hotels have been carried out to examine which level of management of hotel employees are more likely to have burnout. Buick and Thomas (2001) found that 'middle hotel managers' suffer from burnout. Kuruuzum et al. (2008) have also examined the effects of job satisfaction, job characteristics and demographics on levels of burnout among middle managers in the Turkish hospitality industry. Their findings state that job satisfaction and job characteristics are main predictors of burnout but burnout levels of the middle managers are found to be moderate. Besides, burnout levels among managers of 'food and beverage' and 'front-office operations' are found to be greater than those of other middle managers. In a recent study, Jung, Yung and Kin (2012) have studied the effects of culinary employees' role stress on burnout and turnover intention in hotel industry.

Therefore literature reveals that the main causes of turnover intent or actual turnover in hotel industry are related with employee dissatisfaction arising from a poor working environment leading to emotional exhaustion (Karatepe and Uludağ, 2007) and to experiencing a poor QWL. Therefore, to assess the QWL, the management of an organization needs to pay serious attention to consider all factors that contribute to job satisfaction, motivation, job commitment and burnout and turnover, that are all extremely vital for QWL in an organization.
2.6 Quality of Work Life in the Hotel Industry

When employees experience a good Quality of Work Life, any accommodation establishment can expect various long-term advantages, such as higher employee productivity, lower turnover and absenteeism, increased loyalty and commitment towards the establishment and increased overall profitability. Studies reveal that 'employee satisfaction' is paramount to assure that employees will work with commitment and be instrumental in bringing about 'customer satisfaction', which is very crucial in the hotel as a hospitality sector.

It is a generally known fact that accommodation establishments are labor intensive and therefore totally dependent on their employees' performance (Hinkin & Tracey, 2010). It is also true that hotels, as commercial accommodation establishments employ a large manpower and it is true that hotel workplaces frequently draw workers from the most vulnerable segments of the labour market (Tufts, 2007). In the hotel industry, job satisfaction of employees is fundamental as it helps to ensure that employees will treat their guests with utmost respect. Guest satisfaction is especially important because it encourages repeat businesses and fosters word-of-mouth advertising (Spinelli and Canvas, 2000).

Hotel working environment is particularly characterized by the usual 'not so pleasant' working conditions of the service industry. However, despite the fact that hotels have the 'most stressful work environments' (Karatepe and Kilic, 2007) it is surprising that little research has been carried out in the hospitality industry with regard to QWL compared to other industries (Lucas and Deery, 2004).

The few studies in hotels have only recently begun in the last decade (2000s) investigating aspects like job satisfaction, burnout and turnover. While these studies have concentrated on
discovering the working conditions of employees and measuring their stress levels and satisfaction from within work, the concept of the 'balance between work and home life' has started gaining increased attention as a significantly important measure of QWL (Wong & Ko, 2009). Greenhaus & Beutell (1985) defined the construct of work-family conflict as a specific form of inter-role conflict where the obligations associated with work and family roles are mutually incompatible and where participation in one role is made more difficult or stressful because of participation in the other role.

It is also seen that in the limited studies carried out on studying aspects of QWL related to hotels employees, till date, it is only 'Front Line' employees of hotels who have attracted more attention of researchers, as they are supposed be under continuous contact with customers and are subject to the most demanding interactions and work in the hotel. The Front Line employees include reservation agents, front-desk agents, concierges, bell and door attendants and all employees who have initial contact with guests and are the main contact points with guests during their entire visit (Baum & Devine, 2005). These employees have the main functions of greeting guests, providing them with information, processing their departure and receiving their payments. Deery and Jago (2009) believe that tourism industry employees, especially those working in frontline positions of 24/7 operations, experience continuous difficulty in maintaining a healthy lifestyle, due to long working hours and challenging interactions with customers. Karatepe and Uludag (2007) have found out that front-line employees in the hotel industry have difficulty in spending time with their family and/or social commitments as a result of their job-related responsibilities and are more susceptible to elevated levels of emotional exhaustion.
Other research has studied aspects relevant for QWL like, job satisfaction, stress, working conditions in hotels and needs of providing an enriching environment for hotel employees, to keep them motivated and committed. The studies of Katz, Kochan and Weber (1985) and of Cascio (2010) have confirmed the belief that an increased QWL has a positive effect on the overall running of an accommodation establishment, especially when viewed from the perspective of economic performance, productivity and organizational effectiveness.

With respect to job satisfaction in the hotel industry, studying hotel employees, Liu and Yang (2009) assert that job satisfaction employee job satisfaction directly affects customer satisfaction. Hence job satisfaction of hotel employees reflects upon their motivation and how the employees perceive their QWL (Chang 2006; Chelte, 1983; Chatles and Marshall, 1992; Frye and Mount, 2007; Hope and Muhlemann, 1998; Pavesic and Brymer, 1990; Spinelli and Canvas, 2000).

As early as 2001, Davies et al. (2001), in their study carried out on Western Australian accommodation industry, have identified that performance appraisals, remunerations and training as important human resource practices in Australian hotels. They have asserted that employee commitment to an organization could be improved by adopting a suitable Human resource system; improving good labor relations and thereby resulting in quality of service. Similarly Chiang, Back, and Deborah (2005) in their study on impact of employee training and their intention to stay in hotels have found that training can contribute positively to job satisfaction and intention to stay long term on the job, as employees feel confident and see their positive growth at work.

Kumar, Kumar and Sumegh (2007) in their study of hotel employees however, have found that it is 'monetary benefits' are most important for job satisfaction for hotel employees in India.
Recent research has started delving into investigating gender differences in job satisfaction and QWL perception of employees for the reason that women employment in the hotel industry continues to grow, and there is an assumption that women are subjected to discrimination in the hotel industry, particularly in terms of wages. Harris et al (2011) suggests that traditionally women are employed in roles that are considered representative of their domestic roles, using the same skills base. "Hunter Powell and Watson (2006) argue that employers take advantage of the social and domestic skills acquired by women through gender role socialization and hire women for jobs involving cleaning, serving on people and nurturing children. In hotels therefore the jobs more in demand of women are housekeeping, public relations and front office operations as receptionists.

While studying if there is any relationship between gender and job satisfaction of hotel employees, Kara et al. (2012) in their study of gender differences in job satisfaction of employees of five star hotel in Turkey have found that the level of employee job satisfaction is determined by four factors: "management conditions", "personal fulfillment", "using ability in the job", and "job conditions". The study results show that significant gender differences exist with regard to the factor of "using ability in the job" dimension of job satisfaction. Kara (2012) has also discovered that male employees report significantly different mean scores in health and safety needs, actualization needs and knowledge needs in quality of working life indicators.

Frye (2012) has examined job satisfaction of hotel front office managers with an aim to explore the extent of the relationship among various extrinsic, intrinsic, and general motivational factors, and overall job satisfaction of hotel front office managers. The study finds that corporate culture and self-actualization issues have the greatest impact on the job satisfaction of the front office managers. Hotels that can permit
high levels of creativity, empowerment, and ability utilization while removing or overcoming inflexible barriers that tend to hinder such achievements are likely to achieve higher levels of satisfaction from their front office managers.

Examining the impacts of job satisfaction on employee turnover within the Amari Hotels in Thailand (Ronra & Chaisawat, 2010), research has observed the relationship between employee satisfaction and their overall satisfaction, with the aim of giving suggestions to help reduce the turnover rate.

In the Indian context research in QWL in the hotel industry has started emerging only recently (Chauhan and Khanna, 2005; Kandasamy and Ancheri, 2009). Studies have tried to investigate the factors in the working environment that have a strong bearing on QWL. Manjunath, and Kurian (2011) have studied the impact of Quality Work Life on hotel employees in customer satisfaction in Star category hotels of Bangalore. The study finds that hotels should give more importance to work quality and retention of employees in order to optimize satisfaction and productivity.

Another study carried out by Sheeba Hamid examines the working conditions of female hotel employees in Delhi (Travel Impact Newswire, 2011). The study finds that a large female workforce is employed in hotels and that heavy schedules and tight deadlines both at the hotel and at home, make particular female employees prone to health problems. The study also finds that ‘women are largely visible at non-managerial positions’ as opposed to managerial positions in star hotels at Delhi.

Examining the causes of high turnover in the hotels industry in India, Panwar, Dalai and Kaushik (2012) have identified that it is largely the ‘low salaries’ and even the ‘unpaid work’ beyond working hours that is the main cause of dissatisfaction of hotel employees in India which eventually leads to turnover. Besides,
they have identified that other factors like, extended working hours, neglected social life and slow career growth reflect upon a poor QWL of hotel employees in India. Anbazhanag, Soundarrajan and Ravichandran (2013) in their study of work stress of hotel employees in Puducherry have found that largely hotel employees experience a middle level of stress.

Some studies also report that hotel graduates do not want to enter the hotel industry in India and prefer going abroad to work in hotels of cruise ships attracted by higher remuneration and better working conditions as compared to hotels in India. Thus salary remains a major issue in Indian hotels. Moreover in India there still remains a taboo associated with working in the hotel industry as a job looked down upon by the wider society and this issue is a major concern particularly for females employees. Therefore as there are several problems associated with quality of work life in hotels, more research is needed to address the issues from the perspective of employees.

2.7 Conclusion

The literature review thus concludes that QWL has become an important dimension of an individual employee’s existence, regardless of the industry he or she is working in, and is closely related to factors like of job satisfaction, motivation, stress, burnout and turnover.

Studies have identified certain common underlying value and beliefs that shape the overall QWL movement, and these include as follows:

- Employees should be treated with dignity and respect, which they deserve as human beings in any situation.

- Employees should be supported in what they do and in what they are trying to create.
Employees have the need to learn and grow within and with the organization and should be afforded this opportunity.

Employees wish to understand how their organization functions and how their efforts contribute to the whole.

People also tend to act more responsibly when they are treated as adults (Kotzé, 2005).

As regards the service sector, the QWL of manpower becomes more pertinent as the service industry is highly labour intensive and completely reliant on manpower for its survival. Thus having a 'happy workforce' is crucial in the tourism and hospitality sector. However as observed by the International Labour Organization (ILO, 2001) wages in the tourism sector are at least '20 per cent lower' than in other service industries, and jobs are often typified by 'relatively poor working conditions' (Meyer, 2008), which makes QWL poor for its employees and creates challenges for organizations to deal with the contentment and commitment of their workforce.

The service industry and, more specifically, the hospitality industry also has frequent occurrences of negative experiences such as work stress, work-life imbalance, work overload and emotional labour. The success of the sector depends on staff commitment, loyalty and efficiency, all of which can be achieved by granting them the opportunities of dignity and growth in the organization. As in service interaction the satisfaction of employees with their working conditions can be easily visible and detrimental to nature of interaction with guests, it is imperative for organizations to create satisfactory working conditions for their employees, which can be instrumental in bringing about customer satisfaction and business success.

The management in an organization therefore has an important role in identifying the QWL factors in the organization and adopt measures to improve them. Emphasizing the
importance of good quality of work, Lowe (2000) suggest, that a "high quality work" is work that is respectable, meaningful and life-enhancing, and, therefore, worker-centred. A good QWL should be seen as a ‘human resource development initiative with the goals of improving overall business performance’ (May et al., 1999:3). Hence there is an urgent need to address the issues of QWL at work in relation to satisfaction at work, which alone can be a preventive measure of reducing mental stress, burnout and turnover, and can provide some motivation to employees in order to encourage commitment to the organization.

In view of the fact that tourism and hospitality jobs are highly stressful, the organizations can make use of the approach suggested by Curtis & Upchurch, (2008) for improving working conditions of employees. As suggested by Curtis and Upchurch people typically wish to experience their workplace as a 'fun' place to work at. They state that certain workplace factors would lead to overall positive benefits to the business. These factors include the following:

- Humour (jokes, emails and funny messages from management)
- Opportunities for personal development (exercise or craft classes which are not work related)
- Public celebrations of professional achievements (award banquets, celebrated employees)
- Entertainment (music skits)
- Games (company athletic teams, bingo)
- Fun social events (parties and picnics)
- Recognition of personal milestones (birthdays, anniversaries of employment)
- Opportunities to engage in community volunteerism (community service)
- Stress release activities (casual dress day, massages)
- Friendly competitions among employees (sales contests, attendance awards) (p.131).

In summary, the review leads to the following conclusions:
- Quality of work life is a crucial dimension for employee satisfaction and commitment to his work.
- Quality of work life is related to both 'intrinsic' job factors like, working conditions, salary, interpersonal relations, etc and 'extrinsic' factors like balance between work and home life.
- Quality of work life, particularly in the tourism and hospitality industry is perceived as 'poor', due to low wages, temporary nature of jobs, and 24/7 demanding nature of business.
- In the tourism business, particularly in the manpower intensive hotel industry, a good QWL is rare to find, but an important requirement to ensure employee loyalty and reduced turnover.
- Stress related burnout is on the growth in the hotel sector and is an issue of concern for its negative consequences for the individual employee and the organization.
- In the hotel industry, as revealed by literature review, there is a difference between genders on perception of QWL.

2.8 Identification of Research gap

On the basis of the reviewed literature, it can be assessed that there still remains a wide gap in research in the field of study of Quality of Work Life with respect to hotel industry. While in the western world, studies have been initiated in early 2000s, in India
the literature on QWL in hotels is still scant and a recent topic of research that further needs elaborate study. However, overall, studies are lacking both internationally and in India.

The following research gap is identified

- In studies till date, it is largely the factors of job satisfaction that have been identified as detrimental for QWL and the critical factors of ‘home work interface’ and ‘work life balance’ have been ignored.

- Work related stress has often been ignored as a measure of QWL.

- In the service sector, particularly studies on QWL in the manpower intensive ‘hotel industry’ are lacking.

- The little research on QWL in hotels till date, has concentrated more on QWL of ‘Front Line’ employees, ignoring the employees engaged in other demanding tasks of food and beverages, and housekeeping departments.

- There is dearth of ‘comparative research’ between male and female hotel employees on the perception of QWL.

- There is also lack of comparative research between QWL of various star category of hotels.

- The hotel industry still lacks studies on the relationship between QWL and turnover and between QWL and organizational commitment.

2.9 Direction of Present Research

The tourism and hospitality industry is a fast flourishing business worldwide. Tourism itself has given an impetus to the hotel sector increasing employability of a major share of manpower in this labor intensive service sector, the pillar of which is the
'manpower' itself. Yet, the sector has a reputation of poor working conditions due to a number of factors and is considered as a fragmented industry with a majority of employers categorized under 'small and medium sized enterprises' with work characterized by low wages and low levels of skill requirements, shift and night work and seasonality.

However the fact remains that employees form the heart of the service industry and without them or their dedication, all money spent organizational effectiveness is futile. Therefore keeping the manpower happy with quality working conditions is a prime necessity particularly for all manpower intensive businesses. Keeping in view the importance of employees and their QWL in the “people oriented” tourism and hospitality service sector, particularly the manpower intensive hotel industry that is characterized by high turnover due to poor working conditions, there is need to have an in-depth study into the factors pertinent to QWL of hotel employees.

In India the hotel industry is fast flourishing on account of increased domestic and international tourism. There has been a significant growth in room inventory across categories of hotels in India, from upscale luxury to limited services and, boutique and budget hotels. According to a recent report by global database and research service for hotel construction projects, India has the second largest number of hotels (ranking next to China) under construction with 292 first class and luxury hotels coming up in the in near future, with several International projects of hotels companies like, Accor, Carlson Rezidor Hotel Group, Fairmont Raffles Hotels International, Hilton Worldwide, Hyatt Hotels Corp. etc. It is noted that hotel companies are betting big on India’s growing, well-off middle class with 350-500 million people having spare money to spend on travel. There is thus a great demand for jobs in hotels. Already about 5.3 crore people are in the hotel industry in India, accounting for 9.24
percent of total employment in the country (Economic Times, 2012)

With bright prospects for the hotel industry in India and the continuing astounding growth of the sector, hotels will continue to attract a large number of people for jobs in this sector that still faces a manpower crisis on account of poor working conditions, remuneration and quality of work life. Such a scenario, rightly calls for addressing the critical issue of quality of work life in hotel industry. While the entry of international hotel chains in India, though several concepts like limited work hours and the six day offs are being introduced and the compensation is getting better, there's still a long way to go to introduce more measure to improve the quality of work life for the hotel employees. The Indian hotel industry still needs to look at and introduce best practices from other industries to ensure attracting the best manpower and retaining the same for its success.

Thus in view of the demand for jobs in the hotel sector, this study sets out to explore the dimensions that effect the QWL of hotel employees and tries to investigate if there is any difference between QWL of employees of 3, 4, and 5 star category hotels in the country. Further, the study is also aimed at finding out if there is any difference between QWL of male and female hotels employees. The study is an attempt to provide insight to management and human resources departments of hotels to review, address and introduce measures to improve the quality of work life in this sector, to ensure a happy, satisfied, committed and long serving manpower, that can hold the key to success or failure of the tourism business and tourism industry of the country. The study can also help the management of hotels to come out with strategies to alleviate the serious issue of turnover, ensuring a level of organizational stability, customer credibility and long term competitiveness of hotel business.
References


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