CHAPTER 6

CONCLUSIONS AND SUGGESTIONS

6.1 Conclusions of the study
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6.1 Conclusions of the study

This chapter highlights the major outcome of the study derived from the analysis of data on “Quality of Work Life of Hotel Employees – A study of Hotels in India”. This chapter is devoted to conclusions, suggestions, application of the study. The study has succeeded to draw certain logical findings on the strength of the analysis, interpretation of the results in the proceeding chapter. The general objective of the study was to identify existing set of quality of work life practices, presence of quality of work life factors, association of quality of work life factors with demographic characteristics and difference between quality of work life factors and organization profile in Indian hotel industry. The study also attempted to examine the factors affecting quality of work life of hotel employees in Indian hotel industry. The analysis of data confirms that lot of improvement is required to increase better quality of work life of hotel employees in India.

The major findings which have emerged from the present study and applicable suggestion are discussed in the consecutive paragraphs. With regards to the distribution of sample hotel organisations with respect to the demographics used in the study, it is found that, Data was collected from 314 employees from selected hotel of India. Out of total number of employees 196 employees (62.3%) were working with chain hotels, 118 (37.7 %) respondent employees were from non-chain hotels. Majority of employees (37.3 per cent) were working with five star hotels followed by 21.7 per cent with four star hotels, 15.3 per cent with three star hotels, 11.5 per cent with two star hotels and only 1.9 per cent respondents were from one star category. In term of age of property 39.6 per cent of respondents were working with the hotels established in the market from 11-15 years followed by 92 hotels (39.4%) respondents were found working with hotels established in market for above 15 years comprised of and 41 (13.1%) respondents were from the new hotels established in market for less than five years. Further it showed that 51 hotels (16.2%) had less than 50 employees while 77 hotels (24.5%) had 51-100 in total. Location of hotels showed that majority of respondents (169 employees, 53.8 %) were working in hotel of North India, followed by South India which consisted of 54 employees (17.2%) working in hotels of south India and lastly 40 employees (12.7%) were found working in West of India.
From the analysis of data, following conclusions are derived for the selected objectives and hypothesis of the study.

**OBJECTIVE 1**

To achieve first objective i.e. to identify existing quality of work life practices in selected hotels of India, the statistical technique of KMO and Bartlett’s Test, Factor Analysis, Varimax with Kaiser Normalization, Reliability statistic and descriptive analysis were applied. Factor analyses were applied on 64 identified QWL indicators based on review of literature to find out the set of QWL practices in Indian hotel industry. Before applying the factor analysis the statistical technique of Kaiser–Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett’s Test of Sphericity were applied to check the sampling adequacy for application of factor analysis. KMO measures calculated 0.955 which verified the sampling adequacy for the present analysis. The analysis of data presented in table 5.3, 5.3A, Chapter 5, pp6-8 highlighted. The output shows thirteen factors having eigen value greater than 1.0 were indentified which were explaining 63.60 percent of the total variance thus placing 64 indicators to underline thirteen factors. On the basis of above analysis of study following seven meaningful factors of Quality of Work Life are computed and discussed as follows.

i. Equal opportunities and growth prospects

ii. Adequate and fair compensation

iii. Welfare facilities

iv. Social security measures

v. Safe and healthy environment

vi. Basic facility related with employee well-being

vii. Stress management.

1. Equal opportunities and growth prospects

Quality of work life in hotel industry largely depends on availability of equal opportunities and growth prospects for hotel employees.
i. This factor comprised of twenty-four variables which describes the quality of work life of hotel employees.

ii. Employees are found to be dissatisfied with some issues such as periodical workshops arranged by management and guest lecturers to reduce or minimize job stress (Ref. page 7, chapter 5).

iii. Grievance redressal, training and development opportunities, promotional chances and appreciations for the work done are not existing (Ref. page 7, chapter 5).

2. Adequate and fair compensation

i. It is indicated that hotel industry pay scale was not found competitive resulting low quality of work life for the employees.

ii. From the data analysis it was observed that pay scales are not good in the industry and employees had the opinion that their work is not been priced in terms of worth.

iii. Incentives are not given properly and there is no revision of salary. Industry need to look at compensation at all level (ref page 8, chapter 5).

iv. Most of the respondents were of the opinion that their pay was not sufficient in relation to their skills, responsibility and performance (M=2.72).

3. Welfare facilities

i. Government of India had made mandatory for the crèche facility for the organization having female employees thirty and above.

ii. Data analysis indicated that such welfare measures i.e. provision for free staff accommodation, provision for free transportation facility during all shifts were not found available in all the hotels.

iii. Majority of the hotels do not provide access to recreational, sporting/fitness facilities’ represent quality of work life in hotel industry.

iv. Free transportation facility during night shift only observed average value which indicated that hotel industry need to ensure safety of staff (ref page 8, chapter 5).
v. Employees provident received highest mean score (M= 4.25) which indicated that hotel industry do follows employees provident fund formalities strictly.

vi. Other facilities like child education, crèche facility, and medical insurance, flexible work option had observed below average mean value that shows the need for reformation for such facilities to provide QWL to the employees.

4. Social security measures

i. It is inferred from study that hotels do not provide any pension scheme and no provision for girl child education of their employees. Hotel industry should also be a part of “Beti Bachao, Beti Padhao” campaign of Govt. of India in order to contribute its part into women empowerment in this profession.

ii. Hotel employees are somehow covered in medical insurance but their families not covered in majority of the cases.

iii. Majority of the hotels do not provide crèche facility which is a matter of concern in this industry and demoralize women participation in this profession.

iv. Other facilities like flexible work option also had low value that shows the need for reformation for such facilities to provide QWL to the employees.

5. Safe and healthy environment

i. Hotels are serious towards healthy, hygienic and safety of employees, while industry needs to increase focus on first aid facilities.

ii. Analysis observed that OSHA (Occupational Safety & Health Administration) practices are not being followed as 36.4% respondents found disagrees with the statement. OSHA training to staff was also not provided in most of the cases.

iii. Most of the hotel follows warning signs and accident prevention signs strictly and have sufficient personal protective equipment at work place.

iv. It is hard to take time off during work to take care of the family matters as 39.4% respondents found not satisfied with the statement.

6. Basic facility related with employee well-being

i. This factor consist of 4 variables i.e. ‘Do you have provision of staff rest room separately for males and females’, ‘Do you have adequate staff locker room
facility’, ‘Do you have provision for free food and laundry facility’, ‘Adequate medical facilities are available’ etc.

ii. Study inferred that provision for food and laundry in most of the hotels is been provided.

iii. The basis requirement of rest room were not seen that to be provided and is a matter of concern for industry practitioners.

iv. Majority of the hotels do not have provision of staff rest room separately for males and females that need to be analyzed.

7. Stress Management.

i. Hotel industry has a stressful life due to unusual working hours, break shift timing, low income level and physical work at work place.

ii. Stress consisted of few variables i.e. ‘Do you get remuneration for extra hours worked’, ‘Do you get enough rest during working hours’, ‘Do you feel stress at work’, ‘Do you work extra hours beyond your usual schedules’, ‘oftenly the demand of my job interfere my family life’. So in total this factor consisted of 6 variables.

iii. Employees were of the opinion that in this industry their work is highly stressful due to long working hours beyond duty hours and no rest during the shifts.

iv. Employees are under stress at work place that to be evaluated for improvement in quality of work life practices.

v. It is found that hotels does not practices any stress releasing techniques for the employees (43.1%) which reduce the quality of work life practices.

OBJECTIVE 2 AND HYPOTHESIS

The second objective of the study was to understand the presence of quality of work life factors in Indian hotel Industry. The analysis pertaining to the said objective is presented in tables 5.5.

1. The analysis showed precisely that there were no equal opportunities and growth prospects for the employees working in this industry (M=2.93).
2. Few indicators such as ‘the safety of workers is a high priority with management where I work’ (M=3.10), ‘Employees and management work together to ensure the safest possible working conditions’ (M=3.02) observed average score i.e. poor QWL indicator

3. Hotel has sufficient exit routes for emergency’ (M=3.30), ‘Your organization does not discriminate on the basis of age, sex, region and religion’ (M=3.36) found average and require improvement for the sake of better quality of work life.

4. Employees are found to be dissatisfied with some issues such as management arranged periodical workshops and guest lecture to reduce or minimize job stress, grievance redressal, training and development opportunities, promotional chances and appreciations for the work done, etc.

5. On the basis of data analysis it can be inferred that industry need to offer better growth opportunities and equal chances of promotion to retain its employees in this volatile industry.

6. It has been inferred that hotel industry has not adequate and fair compensation (M=2.82) in order to increase quality of work life. Most of the respondents were of the opinion that their pay was not sufficient in relation to their skills, responsibility and performance (M=2.72).

7. Hotel industry pay scale was not found competitive resulting low quality of work life for the employees. Data analysis observed that pay scales are not good in the industry and employees had the opinion that their work is not been priced in terms of worth.

8. Incentives are not given properly and there is no revision of salary. Industry need to look at compensation at all level.

9. Hotel welfare facilities found to be below average (M=2.52) in this study which is matter of concern again. Study indicated that industry is not taking care of welfare facilitates for its employees.

10. Staff transportation during all shift (M=2.23) was not up to the mark. Though some hotels provide transportation during night shift as this indictor received neat to average score (M=2.98).
11. Analysis of this study concluded that various welfare facilities provided by hotels were average in most of the cases and all such indicators should be considered by present hotel industry for satisfaction and retention of employees.

12. Government of India had made mandatory of the crèche facility for the organization having female employees more than 30 (Section 48, Factory act 1948) and also encourage to give girl child education allowance. Data analysis indicated that such welfare measures were not found practiced in all the hotels.

13. Availability of employees provident fund received highest mean score (M= 4.25), while other facilities like child education, crèche facility, and medical insurance, flexible work option had below average mean value that shows the need for reformation for such facilities to provide QWL to the employees in Indian hotel industry.

14. Data analysis concluded that hotels have safe and healthy environment. The overall mean score for this factor was above average (M= 3.43), which indicated that the hotels are serious towards healthy, hygienic and safety of their employees, while hotel industry needs to increase focus on first aid facilities in future.

15. Study analysis indicated that basic facility related with employee well-being found to be average (M= 3.01). One indicator received high mean score in this factor i.e. ‘do you have provision for free food and laundry facility with value (M= 3.20). Whereas ‘do you have provision of staff rest room separately for males and females’ (M=2.85) scored lowest mean score.

16. Food and laundry facility in most of the hotels are been provided and the basis requirement of rest room were not provided and is a matter of concern for industry practitioners.

17. Hotel industry has stressful life due to long working hours beyond duty hours and no rest during the shifts. It indicated that employees are under stress at work place that is to be evaluated for improvement in quality of work life practices in Indian hotel industry.

18. Overall presence of QWL was found below average (M=2.96).
On the basis of above analysis this hypothesis 1 that there is no presence of quality of work life factors in Indian hotel Industry was ACCEPTED (ref, p 37).

OBJECTIVE 3 AND HYPOTHESIS

The third objective was to analyze the association between the seven factors of QWL with demographic characteristics of selected hotels of India. Under demographic characteristics, four important variables were considered namely type of hotel, category of hotel, age of hotel and number of employees of respondent hotels and their strength of association between each factor was investigated. The result of Spearman’s correlation coefficient was reported below and presented in Table 5.6, chapter 5, p33-38 and leads to the subsequent inferences.

1. The analysis observed no relationship between equal opportunities and growth prospects with type of hotel ($r_s = -.127^*, p < .05$) which revealed that type of hotel i.e. chain and non-chain hotels do not confirm equal opportunities and growth prospects of hotel employees.

2. Age of hotel ($r_s = -.125^*, p < .05$) there is a positive significant relationship with category of hotel ($r_s = 310^{**}, p < .01$), and number of employees in hotel ($r_s = 280^{**}, p < .01$).

3. Further Factor 2 (adequate and fair compensation) observed positive significant relationship with category of hotel ($r_s = 149^{**}, p < .01$), and number of employees in hotel ($r_s = 232^{**}, p < .01$) which indicated that adequate and fair compensation associated with category of hotels and number of hotel employees working there, while there is no relationship that was observed with type of hotel and age of hotel.

4. Hotel welfare facilities had negative significant relationship ($r_s = -.195^{**}, p < .01$) with type of hotel i.e. chain and non-chain hotels and revealed that non chain properties raising this facility as compare to chain hotels. This factor showed positive significant relationship with category of hotel ($r_s = 155^{**}, p < .01$) which inferred that with the age of hotel and number of employees no relationship has been observed.

4. Data analysis showed had negative significant relationship for Factor 4 (Social Security Measures) with type of hotel ($r_s = -.159^{**}, p < .01$), and number of
employees in hotel ($r_s = .124^*, p<.05$) and positive significant relationship with category of hotel ($r_s = .188^{**}, p < .01$). Further no relationship is found with age of hotel and observed hotel age has no impact on social security measures in Indian hotel industry.

5. Safe and healthy environment in hotel industry found to be negative relationship with type of hotel property ($r_s = -.164^{**}, p < .01$), but there is positive relationship between QWL factors and category of hotel ($r_s = .366^{**}, p < .01$), and number of employees in hotel ($r_s = .351^{**}, p < .01$). Further age of hotel property has no association with quality of work life of hotel employees in India.

6. Basic facility related with employee well-being also found negative relationship with type of hotel ($r_s = -.184^{**}, p < .01$), and positively associated with category of hotel ($r_s = .386^{**}, p < .01$), and number of employees in hotel ($r_s = .333^{**}, p < .01$) i.e. hotel with star category and large number of employees gives emphasis to quality of work life in Indian hotel industry. Further there is no relationship between basic facilities related with employee’s well-being and age of hotel property in India.

7. Employees working in hotel industry found under stressful environment showed negative significant relationship with type of hotel ($r_s = -.198^{**}, p < .01$) i.e. chain hotel property have more stressful environment due to more competitive environment and increasing expectation of future guests. Study indicated positive significant relationship with category of hotel ($r_s = .367^{**}, p < .01$), and number of employees in hotel ($r_s = .305^{**}, p < .01$). Further it has been observed that there is no association of factors of QWL and age of hotels.

On the basis of above analysis it can be inferred that factors of QWL were positively and negatively associated with demographic characteristics variables viz. type of hotel, category of hotel and number of employees but for age of the company only factor 1 of QWL established relationship, no association was observed for other six factors with age of company. Hence for type of hotel, category of hotel and number of employees $H_02$ was not accepted i.e. there is no association between factors of QWL and demographic characteristics of selected hotels of India. Whereas, for the age of company $H_02$ was accepted i.e. there is no association
between factor of QWL and demographic characteristics of selected hotels of India (ref, p37).

OBJECTIVE 4 AND HYPOTHESIS

The Fourth objective of the study was to identify differences in presence of QWL in Indian Hotel Industry in relation to the organizational profile of Hotel. For this H3 i.e. differences in presence of QWL by Indian hotel industry in relation to their organizational profile were assessed. The analysis in tables number 5.7, 5.8, 5.9, 5.10, 5.11 chapter 5, p38-50) leads to the observations that there were a significant differences in presence of QWL in Indian hotel industry in relation to their demographic profile viz category of hotel, number of employees in hotel, age of hotel and job position in hotel.

5. On the basis of category of hotels
   i. Data analysis inferred significant difference in presence of QWL factors i.e. Equal opportunities and growth prospects, adequate and fair compensation and welfare facility of hotel employees which indicated that there are differences in quality of work life practices.
   ii. Differences in presence of QWL factors were also observed for social security measures, safe and healthy environment and basic facility related with employee well-being and stress management among groups of independent variable.
   iii. With respect to the category of hotel all factors have observed difference in presence of quality of work life factors in Indian hotel industry.

6. On the basis of number of employees in hotel
   i. Hotel welfare facility and social security measures with respect to number of employees in hotels found no differences in presence of QWL practices in Indian hotel industry which inferred that all category of hotels indicating positive sign toward social security and welfare of hotel employees.
   ii. On the other side factors of QWL i.e. equal opportunities and growth prospects, adequate and fair compensation, safe and healthy environment, basic facility related with employee well-being and stress management observed significant differences in presence of QWL practices in hotel industry.
iii. Indian hotel industry need to look into the reason of low quality of work life due to inadequate fair, not equal opportunities for employees and lack of basic facilities at workplace.

7. **On the basis of age of hotel**

i. There is no difference in presence of quality of work life practices for hotel welfare facilities, social security measures and safe and healthy environment in Indian hotel industry.

ii. Study inferred that for equal opportunities and growth prospects, adequate and fair compensation, also observed with significant differences in presence of quality of work life practices with respect to age of hotel in Indian hotel industry.

iii. Basic facility related with employee well-being and stress management was not equal as per age of any hotel property which indicated that hotel establishment year effect quality of work life of hotel employees.

8. **On the basis of job position**

i. Analysis showed no difference in presence of QWL practices for welfare facilities, social security measures, safe and healthy environment on the basis of job position of employees which indicated that hotel industry in India found sincere concern about these factors of quality of work life practices.

ii. Factor 1 (equal opportunities and growth prospects), factor 2 (adequate and fair compensation), factor 6 (basic facility related with employee well-being) and factor 7 (stress management) observed differences between quality of work life practices and organization profile in Indian hotel industry with respect to job position.

iii. Study observed differences in presence of quality of work life practices about less pay, inadequate basic facility for employees at work place which is a matter of concern and industry need to look into this matter and reframe policies.

Above analysis inferred that hypothesis in order to indentify the differences between presence of QWL practices and organization profile of hotels with independent variables viz. on the basis of category of hotel, number of employees in hotel, age of
hotel and job position. The hypothesis $H_03$ that there is no difference between quality of work life practices and organization profile was REJECTED. (ref, p50).

**POSITION OF THE HYPOTHESIS:**

Table No. 6.1 (Position of the Hypothesis)

<table>
<thead>
<tr>
<th>S. No</th>
<th>Objectives</th>
<th>Hypothesis</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To identify existing quality of work life practices in Indian Hotel Industry</td>
<td>$H_01 \text{ quality of work life practices are not present in Indian Hotel Industry}$</td>
<td>$H_{01}$ Accepted</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$H_{a1} \text{ quality of work life practices are not present in Indian Hotel Industry}$</td>
<td>$H_{a1}$ Not Accepted</td>
</tr>
<tr>
<td>2</td>
<td>To understand the presence of quality of work life (QWL) practices in selected hotels of India</td>
<td>$H_02 \text{ There is no association between the seven factors of QWL with demographic characteristics of selected hotels of India}$</td>
<td>$H_{02}$ Not Accepted for type of hotel, category of hotel and number of employees $H_{2}$ Accepted for age of company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$H_{a2} \text{ There is association between the seven factors of QWL with demographic characteristics of selected hotels of India}$</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>To analyse the association between factors of quality of work life (QWL) practices and demographic characteristics of selected hotels of India</td>
<td>$H_03 \text{ There is no differences in presence of QWL factors in Indian hotel industry with relation to their organizational profile}$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$H_{a3} \text{ There is differences in presence of QWL factors in Indian hotel industry with relation to their organizational profile}$</td>
<td>For category of hotel $H_{03}$ was not accepted and $H_{a3}$ 3 was accepted. For number of employees in hotel $H_{03}$ was accepted and $H_{a3}$ 3 was not accepted. For age of hotel $H_{03}$ was accepted and $H_{a3}$ 3 was not accepted. For job position $H_{03}$ was accepted and $H_{a3}$ 3 was not accepted.</td>
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6.2 SUGGESTIONS FROM THE STUDY

Research has always open new ways for further research endeavors. Therefore, researches have always tendency to improve in their nature where one after the other new things are likely to emerge. In the same way, the present investigation is not the dead end in this area. Based on this study following suggestions are made to improve quality of work life of hotel employees in Indian hotel industry.

1. Employees who are not satisfied with the quality of work life at work place must be given importance and hotels should try to improve the quality of work life.

2. It has been observed in the study that large properties are not worried about employees’ quality of work life due to increase in the level of operation which is a matter of concern.

3. Government has outlined some legal laws and guidelines to support working environment such as medical facility, minimum wage, working hour, extra hour remuneration, crèche facility etc. which requires sincere implementation.

4. Hotel industry should opt for emerging practices for their employees to improve QWL such as comeback policy, welfare facility, grievance cell, flexi timing, and girl child education to support women empowerment.

5. Managerial level should be given the accountability to measure QWL of employees working in hotel and formal mentoring program should be initiated at departmental level in addition to HR department. This practice will facilitate to understand the ground level of reduce quality of work life of employees working in hotel industry at various levels.

6. Studies on different levels of managers from different organizations and different variables can be undertaken.

7. Hotel should look after the issue raised by their employees time to time for better quality of work life such as shift timing, welfare facility, remuneration and healthy life etc.

8. Hotel should try to make free and comfortable environment for those employees who do not feel free and comfortable to offer suggestion and comments.
9. Majority of the employees feel that hotels do not provide adequate and fair compensation and equal opportunities and growth, so hotels should look into this through coordinating with employees and managers.

10. There are employees who feel insecurity and dissatisfaction related to job. Hotels should conduct training/mentoring programs as it helps to update the skills and enhance confidence as per the requirement of industry time to time.

6.3 APPLICATION OF THE STUDY

The findings of the present investigation clearly pointed out the presence level of quality of work life of hotel employees in Indian hotel industry. Further study also revealed about the significant difference between existence and adoption of QWL practices in hotels. However, findings have certain implications and applications for the sustenance and progress of hotel organizations. Some of them are mentioned below:

1. Quality of work life of hotel employees observed in the area of study for making the working environment more productive and healthy.

2. Modifying HR policy for providing better quality of work life in Indian hotel industry.

3. Address the key observation identified in the area of study for ensuring improved QWL of hotel employees in India.

4. Government can use these findings while framing policy to ensure better quality of work life for hotel industry. Key observation from this study may be considered for hotel classification system in India.

5. The inference of the present research study will be applicable to those hotel organizations which are in trust to develop quality of work life.

6. The finding of this research will also be applicable for different chain and non-chain hotel properties which are looking for their organizational success in term of motivated and committed staff for best performance on job.

7. The finding of the study has revealed certain aspect of quality of work life such as equal opportunities, adequate fair, stress management, healthy well being etc. These aspects must be explored and implemented to provide better QWL of employees.
8. Quality of work life emerged as a positive predictor in the present study and proposed that identified variables can be included in the human resource policies of the organizations for their sustenance and continuous progress.

9. Finally, the findings of the present research will be applicable for future research attempt to develop theoretical foundation and to support the findings in the area concerned.

6.4 SUGGESTIONS FOR FURTHER STUDIES IN THE GAP AREAS

This study has taken a broad prospective of quality of work life of hotel employees in Indian hotel industry. This study has enough scope for further studies on various dimensions of quality of work life and researcher put forward to take up additional studies that will cover more study area and study population. Every issue on quality of work life of hotel employees discussed in this research study on Indian hotel industry can be treated a separate topic for further study such as quality of work life at different level of management, quality of work life male versus female employees, quality of work life in different department of hotel, quality of work life in public and private organizations, quality of work life in large scale versus small scale hotels, quality of work life in other allied sectors of hospitality etc. This would permit the researchers in the relevant disciplines to measure what strategies should be used to develop healthy working environment.

Following are the few suggested area of research for further studies.

1. Quality of work life practices in chain and non-chain hotel property.
2. Quality of work life of hotel frontline staff versus backend staff.
3. Comparative study on QWL of male and female hotel staff
4. Stress management in hotel industry, problems and challenges.
5. Quality of work life and employees retention.
7. A comprehensive study of both antecedents and consequences of quality of work life can be undertaken.
8. Impact of quality of work life practices on employees and organization performance can be studied.