CHAPTER 4
RESEARCH METHODOLOGY

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4.1 INTRODUCTION

This chapter deals with research methodology adopted for the present research study. It describes the design, sample, tools used, procedure of data collection and statistical techniques used for data analysis. In any field of research whether it is a science, social science, commerce and humanities etc., research methodology plays a vital part in carrying out the study systematically and objectively to be more scientific in nature. Research methodology is a total sum of techniques/ steps being carried out by researchers in order to find out the real dynamics operating for any problem or behavioral outcomes. Mouton and Marais (1998) defined methodology as “the logic of the applications of scientific methods to the investigations of the phenomenon”. It is a kind of decision making process in which researcher has to select the appropriate model, sampling techniques, measuring instruments and data analysis methods suitable for selected problem. However, the objectivity of the scientific investigation is contingent upon the accuracy of research methodology adopted by the researcher. In the light of above said facts and nature of the present research, following steps were taken for enhancing the efficacy and objectivity of the study.

4.2 JUSTIFICATION BEHIND THIS RESEARCH PROBLEM:

Hospitality industry directly contributed US$2.3 trillion and 109 million jobs worldwide (WTTC, 2016). This Industry is one of the largest growing industries in the world economy. The hospitality industry is dependent upon the human resources and it is considered one of the important assets for the industry. During the holidays, festivals hotel employees are even busiest which may affect the quality of work life for these employees adversely. Hotel employees usually are not present with their families during ceremonies, festivals and important occasions and sometime in case of urgencies at home. The long working hours and absence of social life adversely affect the mental peace of hotel employees. The major challenge in front of hotel industry is to retain trained and experienced workforce. Many researchers have been conducted to raise this issue but still hotel industry is lacking in providing the quality of work life to its employees in India. The application of these work practices in hotel industry is still in progress and requires more efforts. That is why this issue needs constant longitudinal research to understand the present scenario of hotel industry in India.
Further personal experience of the researcher also motivated to take-up this issue as research area. Being teacher in hotel management institute, researcher came across with the problem of hotel management students when they start working with the hotel industry. Most of the time student shared their worst experience about the hotel industry during their internship period where they revealed poor working condition such as hygiene facilities for staff, break shifts, lack of professional staff, low pay scale, lack of social security schemes, lack of staff welfare facilities and treating trainee as free workforce. All these above mentioned problems were the reason for the selection of this topic. All these mentioned reasons provided the researcher a strong ground to analyses the quality of work life practices. This study focuses to indentify presence of quality of work life practices in Indian hotel industry and also to find difference of existence of quality of work life in relation to the organization profile of the hotel. Present research is modest effort to contribute in this area and titled as Quality of Work life of Hotels employees: A Study of Hotels in India.

4.3 RESEARCH APPROACH:

This part will explain the research approach adopted to observe the proposed research questions. Research approach can be explained as plans and process for conducting the research. This plan and process involved important decisions regarding the research design and research method. Research method deals with important decision related with data collection and interpretation. The right selection of research approach should be based on the type of the research problem. Three types of research approaches used by the researcher such as qualitative, quantitative and mixed methods. The selection of appropriate research approach depends upon the type of the research problem the researcher is dealing with; each research approach is different from the other. Research approach carry three important component to conduct the research.

Component of research approach: (Creswell, 2014)

1. Intersection of philosophy
2. Research design
3. Specific methods
“Philosophical world view are the basic set of beliefs that guide action” (Guba, 1990). The philosophical world view consists of beliefs that guide the researcher to present the research problem in specific way and provides the right way accepted by research community to answer them (Kuhn, 2012). There are many philosophical world views that have been widely discussed in research literature. Out of these four world views repeatedly used by many researchers. These are as mentioned below:

1. Postpositivism
2. Constructivism
3. Transformative
4. Pragmatism.

Each philosophical world view carry some philosophical assumptions i.e. set of criteria.

**Postpositivism world view:**

The assumptions of postpositivist world view are more appropriate for quantitative and qualitative research. This world view is also termed as scientific method, empirical science. This world view holds the philosophy of cause and effect. The problems studied by postpositivist emphasis on identification and determine the causes that affect the outcome such as found in experiments. Postpositivist never proves the hypothesis rather they rejects or accepts the hypothesis. Postpositivist carry the observing lens and observe the reality if exists in the field of study. The postpositivist study the behavior of individual sometimes they verify or test the theories that govern the world.

**Constructivism world view:**

Constructivist uses qualitative research approach as they believe that each individual understand the world in which they live and work. Each individual has subjective meaning of their experience. Constructivist understands the complexity of views rather than reducing the understanding into few classes. The constructivist understands the situation or problem in detail by asking open ended questions. They
listened their respondents very carefully to understand the complexities of life. They also study the cultural and historical background of the participants before projecting the outcome.

**Transformative world view**

The third group of researchers follows the transformative approach. They are the critical theorist, feminist, people with disability, people from minority, members of lesbian, gay, bisexual, transsexual. They do not agree with the postpositivist assumptions. They hold the view that all individuals of our society are did not fit for imposed structural law. Transformative world view holds that research inquiries should be linked with political and social action to the inequalities in the society.

**Pragmatist world view**

Pragmatist world view uses the mixed method approach. Pragmativist researcher emphasis the research problem and use all the approaches to understand the problem in detail. They emphasizes on research problems and gain maximum knowledge about the problem. They use both qualitative and quantitative assumption in their study. They are free to choose the methods, techniques, procedures to conduct the research to get the best results.

**Postpositivist approach for the present study:**

The present research study uses the postpositivist approach. This approach uses the quantitative research design. In the preset study researcher aim is to identify the existence of quality of work life practices in Indian hotel industry. Researcher conducted the desk research. A detailed review of literature was studied by researcher. On the basis of existing review of literature research gaps were identified. And accordingly objectives for the study were formulated and hypotheses were formed. To analyse the objectives instrument to measure the quality of work life in Indian hotel industry was developed.

**4.4 RESEARCH FRAME WORK:**

Following model was used highlighted the different steps involved in research methodology.
4.5 OBJECTIVES OF THE STUDY

The present research is planned to explore the followings objectives:

1. To identify existing quality of work life practices in Indian Hotel Industry

2. To understand the presence of quality of work life (QWL) practices in selected hotels of India.

3. To analyse the association between factors of quality of work life (QWL) practices and demographic characteristics of selected hotels of India.
4. To examine the differences in presence of QWL factors in Indian hotel industry with relation to the organisational profile of hotels.

4.6 HYPOTHESIS

In the above mentioned objectives and critical examination existing review of literature, below are the hypothesis which are developed and tested in the present study.

H1. Presence of quality of work life (QWL) practices in Indian Hotel Industry

H2. Association between factors of QWL and demographic characteristics of selected hotels of India

H3. Differences in presence of QWL factors in Indian hotel industry with relation to their organizational profile

4.7 Quantitative phase/ Instrument development for survey

In this study Quality of Work Life of Hotel Employees was identified through various reviews of literatures was considered. Data was collected through self administered questionnaire developed by the researcher after detailed literature review. The questionnaire was formulated comprising of three parts. The first part of the questionnaire consisted of questions on adequate and fair compensation, OSHA (Occupational Safety and Health Administration) practices, stress management, organisational culture, opportunities and growth perspectives, social relevance of work life, constitutionalism in the work organisation and welfare facilities etc. The second part of the questionnaire consisted of questions on demographic profile of the hotel including type of hotel, category of hotel, age of hotel (in terms of years of establishment), number of employees working in the hotel and location of the hotel property. The third part of the questionnaire was designed on demographic profile of the respondents in the research study consisting of age, marital status, education, monthly income, position of the respondents in terms of manager, supervisory or operational, total work experience of hotel industry, work experiences of same property and question continuation of job within same hotel property.

4.7.1 Sampling and Data Collection

Data was collected from the hotel employees working at manager, supervisor and operational level in India. Initially, the questionnaire was tested through pilot survey
of at least 50 respondents. Based on the pre-tested data few modifications were made to the final questionnaire format. Sample hotels were identified from approved hotels under Ministry of Tourism, Govt. of India that serves as a resource Centre for business information and maintains relevant databases of hospitality organisations. The sample represented a mix of industry, size, operation, and technology. Thus, the data collected through a structured questionnaire mailed/personal to the managers, supervisors and operational level staff working in the hotels. Finally, questionnaires were mailed to approximately all approved hotels by Ministry of Tourism, Government of India. Convenient sampling method was used and the uniform sample was considered for the present study. Study was based on both primary data that was collected though structured questionnaire and secondary data, that is published reports and articles of repute publications. To initiate with the sample of 500 hotel employees that were contacted to participate the research survey and out of the total sample only 319 (63.80%) hotel employees responded and agreed to participate in this survey. A survey methodology was chosen because it was deemed to be the most efficient way of reaching a large number of respondents, whereas the data required facilitated the use of a mail-administered questionnaire with close-ended questions. Five point Likert-scale was used for close ended questions. The data were analysed using SPSS-20.

The questionnaire was tested for reliability and internal consistency using Cronback \( \alpha \). Factor analyses were applied on 64 indentified 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 was 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.

### 4.7.2 Measures Developed

Qualities of Work Life Practices were drawn from existing literature review and that are found in hotels globally. In totality, 64 QWL indicators were generated based on review of literature to find out the set of QWL practices in Indian Hotel Industry. Employees’ views on the QWL practices were measured on 5 point Likert scale...
ranging from strongly agrees (5), agree (4), uncertain (3), disagree (2) to strongly disagree (1) and always (5), often (4), sometimes (3), rarely (2) to never (1) as per the nature of questions. In order to validate the research instrument, the questionnaire was tested for clarity and length by administrating it to a sample of respondents. Through the use of the respondent’s comments and suggestions, the research instrument was revised to its updated form used for this study. A set of 64 QWL items was generated from review of literature. Respondents were asked to give their level of agreement that mostly closely corresponded with the adoption of practices in their hotels. It is observed that these QWL practices would be most appropriate which are used in the hotel industry.

4.7.3 Methods of Analysis

The recent study is proposed to examine the Quality of Work Life of Hotel Employees working in Indian hotel industry. In fact the present study is an empirical study designed to test some working hypothesis. Therefore for the analysis descriptive statistics, factor analysis, ANOVA and Coefficient of correlation were used. These statistical tests were calculated by applying SPSS 20 (statistical package for social sciences). Factor analyses were applied on QWL indicators based on review of literature to find out the set of QWL practices in Indian Hotel Industry. Principal component analysis along with varimax method was used for meaningful grouping of variables. Shapiro-Wilk test of normality was applied to analyse the score in the sample to a normally distributed set of score with same mean and standard deviation. The Wilcoxon Signed Rank Test was applied to test the hypothesis related with adoption of QWL practices in Indian Hotel Industry. Spearman’s Coefficient of Correlation Analysis for association between factors of QWL and demographic characteristics of selected hotels from India was used. The data on the quality of work life practices was found not normal and thus supported the use of non-parametric test. To do this analysis non parametric test Spearman’s Ranked Ordered Correlation coefficient (denoted by $r_s$) was used in the study. Further, differences in presence of QWL were investigated using non-parametric Levene’s Test of Homogeneity, Kruskal-Wallis Test. Kruskal – Wallis Test was used to determine if there were statistically significant differences between groups of an ordinal independent variable (organization profile) on a continuous dependent variable.
Association among research objectives, hypothesis, questionnaire and statistical analysis applied

Table 4.1
(Association among research objectives, hypothesis, questionnaire and statistical analysis applied)

<table>
<thead>
<tr>
<th>S. No</th>
<th>Objectives</th>
<th>Hypothesis</th>
<th>Section of questionnaire</th>
<th>Statistical Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To identify existing quality of work life practices in Indian Hotel Industry</td>
<td></td>
<td>Section A, Section B and Section C</td>
<td>KMO and Bartlett’s Test, Factor Analysis, Varimax with Kaiser Normalization, Reliability statistic and descriptive analysis</td>
</tr>
</tbody>
</table>
| 2     | To understand the presence of quality of work life (QWL) practices in selected hotels of India. | H₀₁ quality of work life practices are not present in Indian Hotel Industry  
Hₐ₁ quality of work life practices are not present in Indian Hotel Industry | Section A, Section B and Section C | Descriptive statistics and wilcoxon Signed Rank Test |
| 3     | To analyse the association between factors of quality of work life (QWL) practices and demographic characteristics of selected hotels of India | H₀₂ There is no association between the seven factors of QWL with demographic characteristics of selected hotels of India  
Hₐ₂ There is association between the seven factors of QWL with demographic characteristics of selected hotels of India | Section A, Section B and Section C | Non parametric test Spearman’s Ranked Ordered Correlation coefficient |
| 4     | To examine the differences in presence of QWL factors in Indian hotel industry with relation to the organisational profile of hotels | H₀₃ There is no differences in presence of QWL factors in Indian hotel industry with relation to their organizational profile  
Hₐ₃ There is differences in presence of QWL factors in Indian hotel industry with relation to their organizational profile | Section A, Section B | Non-parametric Levene’s Test of Homogeneity, Kruskal-Wallis Test. |
4.8 SIGNIFICANCE/ NEED OF THE STUDY

The study is a model study in the area of Quality of Work Life in particular and in Indian hospitality industry.

1. The study is a model study in the area of Hotel industry in particular and in hospitality industry in general.

2. It will help the industry professionals especially Human Resource Managers and operational heads to design result oriented HR strategies for employees.

3. It will help the Hospitality organisations to improve their QWL environment.

4. It will guide the scholar’s and others those who are interested in conducting similar researches.

4.9 LIMITATION OF THE STUDY

It is widely accepted that every research has its own limitations whether it is conducted in social sciences or any other area of study. It is quite possible that researcher could not possibly bring out the whole perspective of a particular area in one fine study. It is imperative to emphasize that research itself is a learning process which tries to prove many conceptual and methodological issue within a limited time frame and resources. Present research study has some limitations which are enumerated as follows.

1. In present scenario different types of industrial set ups are growing up which have rapidly distinguish organizational structure, climate and culture at work place. Hence, workforce working in these organizations differs from each other in one way or other and studied differently.

2. A cross cultural study is need of time to see the cultural influence on psychological variables which is not a part of present research study.

3. Another limitation of the study is that lower, middle and upper managers of hotel organizations were not included separately in the study. All these three levels of managers have different functions and duties to perform in an organization.

4. The size of sample for this study was limited to selected hotels of India for generalizing the results of study.
5. Respondents have been reluctant in disclosing the data and especially operational staff. They replied that their HR policies do not allow disclosing hotel information to the outsiders. Thus the researcher had to face lot of problems in gathering information in the questionnaires.

6. Another limitation of the study is that lower, middle and upper managers of organizations were not included separately in the study. These three levels of managers have different functions and duties to perform in an organization. Hence, different types of variables may be relevant for these managers.

7. In few small hotels respondents could not fill the questionnaire properly due to lack of knowledge and education.

8. Most of the data obtained was from Northern part of India.

9. The study is heavily dependent on primary data, which is very time consuming.

10. The respondents were small number of hotel organization (314). Due to time and financial constraints data does not represent a large scale sample.

11. Finally, future research should consider incorporating other important items that have not been considered or omitted from other studies and are likely to influence the adoption of Quality of Work Life Practices in Indian Hotel Industry.

4.10 ORGANIZATION OF THE STUDY

The study will be divided into following chapters.

CHAPTER 1

HOTEL INDUSTRY AND QUALITY OF WORK LIFE

1.1 Introduction

1.2 Global Tourism Industry

1.3 Tourism Industry in India

1.4 Hotel Industry at Global Level

1.5 Indian Hotel Industry

1.6 Quality of Work Life and Tourism industry
CHAPTER 2

QUALITY OF WORK LIFE – AN INTRODUCTION

2.1 Quality of Work Life – An Emergence of New Era
2.2 Evolution of Quality of Work Life
2.3 Defining Quality of Work Life
2.4 Quality of Work Life and Quality of Life- Linkage
2.5 Models that Relates to QWL
2.6 Quality of Work Life: Dimensions
2.7 Case Studies on Quality of Work Life
2.8 Features of Quality of Work Life
2.9 Quality of Work Life: Relevance in Indian Context
2.10 References

CHAPTER 3

REVIEW OF LITERATURE-

It covers the relevant work done in Hotel Industry in particular and other sectors in general.

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CHAPTER 5
DATA ANALYSIS, HYPOTHESIS TESTING AND INTERPRETATION
5.1 Demographic characteristics of selected Hotels of India
5.2 Existing Set of quality of work life [QWL] practices in Indian hotel industry
5.3 Presence of QWL factors in selected hotels of India
5.4 Association between Factors of QWL and demographic characteristics of selected hotels of India
5.5 Difference in presence of quality of work life practices by Indian Hotel Industry in relation to their demographic profile

CHAPTER 6
CONCLUSIONS AND SUGGESTIONS
6.1 Conclusions of the study
6.2 Suggestions from the study
6.3 Application of the study
6.4 Suggestions for further studies in the gap areas
REFERENCES:


