Chapter 3

RESEARCH DESIGN

Research seeks to answers to specific questions through a systematic approach. Hence research, requires proper planning. Planning is necessary for selecting the problem to be studied and for determining the objectives, methodology and techniques to be adopted for achieving the objectives, and studying the identified problem.

3.1. Statement of Problem

The literature review in the previous chapter indicates that there is major lack of concentrated studies on quality of work life of hotel employers. Therefore problem identified for study in this research “Quality of Work Life of Hotel Employees: A Study of Star Category Hotels of Northern India.”

3.2 Need of the Study

India has emerged as a major global tourism destination. The country has registered a significant growth in tourist arrivals in the recent years. Indian tourism industry is thriving particularly due to an increase in foreign tourist arrivals and also the increasing number of Indians travelling to domestic destinations. According to the latest Tourism Satellite Accounting (TSA) research, released by the World Travel and Tourism Council (WTTC), the demand for travel and tourism in India is expected to grow by 8.2 % between 2010 and 2019.

The country continues to improve its infrastructure, formulate new policies for tourism and adopt new strategies for marketing. Government of India has increased spending on advertising campaigns (including for the campaigns 'Incredible India' and 'Athithi Devo Bhava' - Visitors are like God) in order to
reinforce the rich variety of tourism in India. The aim is to revamp the image of the country.

On account of increase of tourism, the demand for hotel accommodation in the country has also increased dramatically. Hotels are an important integral component of the tourism product. Hotel industry is inextricably linked to the tourism industry and the growth of tourism is the foremost demand driver of the hotel industry. Over the recent decades the tourism growth in India has therefore fuelled the growth of Indian Hotel Industry and this is evident with major hotel brands knocking the doors of India.

However, as the tourism industry is booming in India, the hotel industry continues to have a major shortage of manpower a serious manpower crisis is looming over this sector that relies completely on human resource for service. The manpower crisis is being experienced in the country as not many people choose to opt to work in hotel industry due to reasons of low pay packages, long working hours and poor conditions in hotels for employees. Even hotel management graduates and professionally trained manpower prefers other sectors like Information Technology, Information Technology Enabled Services, and BPO(back Office Process Outsourcing) industry, that all fetch faster and higher salary and provide satisfactory working conditions. Further, trained professionals being produced by Indian hotel management institutes choose greener pastures overseas with cruise liners, airlines and retail companies.

Hence the major reasons for manpower not joining, or else not staying long term, in hotels are

- **Lack of vertical growth opportunities and proper career development plan** that usually does not exists in most of the hotels, for their employees.

- **Issues of “dignity of labour”, “work environment”,” work life balance”,” stay environment” and “the pay package”**.
This study therefore recognizes the need to explore the Quality of Work Life of Hotels Employees in an attempt to suggest measures to management of hotels to introduce measures conducive to enhancing employee satisfaction, pride, motivation and loyalty in their respective jobs in the hotel sector.

3.3 Scope of the Study

In times of increasing number of international and domestic arrivals to the country, India has seen an astounding growth of the hotel industry. This has resulted in a parallel increased demand of manpower and professionals in hotels. Therefore this research being conducted in the present time justifies the relevance of the study.

North India has been the major gateway for incoming international tourists and also the centre and base of culture and heritage attractions. It remains the major region for concentration of tourists in the country. Even for domestic tourists this region is a prime attraction as it is a resource base for the country’s historical and natural attractions.

Therefore there is a major concentration of the hotel sector in this area, the demand for which continues to grow with the establishment of and expansion of domestic and international hotel chains. Statistics also show number of hotel rooms in India will reach more than 180,000, in next 5 years with a round 40 International major chains from hospitality industry planning to put up hotel rooms in 10 major cities in India.

For this reason, the area of study selected for the present research is hotels in North India, particularly from the States of Haryana, Punjab and Himachal Pradesh. While tourists visit states of Punjab, Haryana and Delhi for commercial and business related purposes, the States of Himachal Pradesh is a preferred leisure destination for nature tourists.
The Primary study has been conducted during the peak tourist season in these States that is, the months from October to March, when hotels are undergoing high occupancy rates.

The research is focused on assessing the quality of work life of 3, 4, and 5 star hotel employees. For assessment of QWL the research focuses on component factors like, general well being at work, home-work interface, job and career satisfaction, control at work, working conditions and stress at work, which are all major determinants of QWL and have an important bearing on employee satisfaction, motivation and retention.

The study also investigates whether there are gender differences in experiencing between male and female employees on experiencing their QWL. This aspect is relevant to study particularly in a country like India where regardless of women empowerment, education, gradually improving status of women, and demand for equal representation in the job market, ‘Taboos’ and social stigma are still attached with female working in hotels.

It is hoped that the study will be of significant relevance to the Management in hotels for identifying the QWL experienced by hotel employees and also to identify reasons of high job turnover in the industry, in order to formulate strategies and policies for enhancing working condition and retaining loyal and professional staff for the long term.

3.4 Objectives

The study revolves around the broad objective of identification of Quality of Work life of hotel employees in 3-5 star categories of hotels in North India. While the study compares the quality of work life 3, 4, and 5 star hotel employees it also aims to identify if there is a difference in quality of working life of male and females employees of hotels.
The Specific Research Objectives are outlined as follows:

- To identify the profile of hotel employees
- To identify the general well being at work of hotel employees
- To find out if the hotel employees are satisfied with the kind of home-work interface they have
- To gauge the level of career and job satisfaction experienced by hotel employees
- To evaluate the degree of control at work that hotel employees experience
- To examine the nature of working conditions in hotels
- To identify if hotel employees experience stress at work
- To find out if on all the constituent factors of quality of life there are differences between 3, 4 and 5 star category hotel employees
- To discover if on all the constituent factors of quality of life there are differences between male and female hotel employees

3.5 Research Questions

The study centers on answering the following research questions identified

1. Do 3, 4 and 5 star category hotel employees experience a similar or different ‘general well being at work’?
2. What is the opinion of 3, 4 and 5 star category hotel employees on the dimension of ‘home-work interface’?
3. What is the level of ‘job and career satisfaction’ experienced at work by 3, 4 and 5 Star hotel employees?
4. To what extent do 3, 4 and 5 star category hotels employees feel in ‘control at work’?
5. How do 3, 4 and 5 star category hotel employees perceive their ‘working conditions’?
6. What level of ‘stress’ is experienced by 3, 4 and 5 star category hotel employees

3.6 Methodology

3.6.1 Nature of Study: This study follows exploratory research. The exploratory research emphasizes discovery of ideas and possible insights that may help in identifying areas of further study. The main objective of the exploratory research is to find tune broad problem into specific problem statement and generic possible hypothesis. It therefore, gives useful directions for further research as well.

The study explores the burning issue of quality of work life of hotel employees. After having conducted a detailed review of literature on the topic of study and identified the research gap, the study continues to conduct a primary survey to explore the topic and arrive at findings as they exist in reality.

3.6.2 Data Sources: For the purpose of fulfillment of objectives, both secondary and primary data have been used.

Literature review has been conducted through secondary resources to identify the research problem. The primary study has used the instrument of a questionnaire to collect data from the respondents and arrive at results with relation to objectives established for the study.

Secondary Data

Secondary data has been extensively consulted for literature review. Secondary sources have been accessed through libraries and internet in the form of books, journals, of research papers, news reports and surveys on subjects of tourism and hospitality, Hotel industry, organizational behavior and industrial psychology to build on the concept of quality of work life, motivation, job satisfaction, work stress and burnout. Journals like, Tourism Recreation Research, Organization and Applied Psychology, Journal of management and International Journal of Contemporary Hospitality Management, have been accessed to gain insight into
research on job satisfaction, human resource management in organizations and gender issues in the service industry and psychological distress at work.

**Primary Data**

Primary data has been collected through the aid of a self designed questionnaire based upon the Work Related Quality of Life (WRQoL) scale, that is originally a 23-item psychometric scale used to gauge the perceived quality of life of employees as measured through six psychosocial sub-factors. Based on the work of Van Laar, Edwards, & Easton (2007) the scale identifies six independent psychosocial factors as contributing to QoWL viz. Job and Career Satisfaction (JCS), General Well-Being (GWB), Stress at Work (SAW), Control at Work (CAW), Home-Work Interface (HWI) and Working Conditions (WCS).

Using the framework provided by the WRQoL the researcher further incorporated other relevant statements in the sub sections to evaluate the quality of work life on the component six psychological sub factors of the WRQoL scale. Initially a pilot study was conducted randomly on 40 hotel employees of different hotels to test the adaptability and validity of the questionnaire and to test if modifications were needed in inclusion or exclusion of quality of work assessments items in questionnaire. Thereafter some important elements suggested by employees were included and other irrelevant ones were excluded and a final questionnaire was developed for the study.

**3.7 Questionnaire Design**

All together the questionnaire is divided into seven sections (as described below), each aimed at procuring a particular set of information with regard to quality of work life assessment.

While section is general information on respondent measured through options given, Section B to Section G uses a 5 point Likert scale to measure opinion of respondents on six aspects of Quality of Work life, each through a set of statements with responses ranging from Strongly Agree to Strongly Disagree.
with weights to the response given as $5 = \text{Strongly agree}$, $4 = \text{Agree}$, $3 = 
\text{Neutral; no strong opinion}$, $2 = \text{Disagree}$, $1 = \text{Strongly disagree}$.

The questionnaire comprises seven sections as outlined below

**Section A: Profile of respondents (hotel employees)**

This section comprises information on the socio-demographic profile of the respondents (hotel employees) including their age, education, income etc. The section also aims at gathering information on the number of years spent with the present employer, and hours spent at work per day.

**Section B: General Well Being at work (11 items)**

It includes statements to judge the degree to which employees report psychological well-being and satisfaction with general physical health, a feeling of optimism, optimism, cheerfulness, confidence in their work and overall life on account of their job.

**Section C: Home-Work Interface (8 items)**

This section includes statements related to the balance between home and work life to understand the degree of fusion between (overflow/spillover) or independence of paid work and personal life domains that are crucial for determining overall well being of life.

**Section D: Job and career satisfaction (8 items)**

This section has statements pertaining to evaluation of the job and career related aspects like benefits related to work, clarity of goals, and role ambiguity, a sense of achievement, high self esteem, fulfillment of potential, etc. that all determine motivation and growth in the organization.

**Section E: Control at Work (8 items)**

Section E comprises several statements on autonomy, opportunity to contribute to the process of decision making, freedom of communication and level of control that employees experience in their work environment.
Section F: Working Conditions (8 items)

This section focuses on evaluating aspects of the physical work environment such as noise and temperature, shift patterns and working hours, salary, tools and equipment, safety and security of employees in their job.

Section G: Stress at Work (8 items)

Statements in this section are aimed at evaluating the degree of stress, if at all, experienced by employees due to work demands, excessive control and work overload. The section also assesses if employees have a grievance redressal outlet or have any psychological and health related issues due to stress.

3.8 Sampling

3.8.1 Area of Study: As North India is an extensive region, it was not possible for the researcher to cover all States of North India. Hence the study area taken for the study has been delimited to Delhi (union territory), Punjab, Haryana and Himachal Pradesh, to be representative of North India. The hotels in the capital cities of these States have been considered for the study i.e Delhi, Chandigarh and Shimla, keeping in view that the highest concentration of tourists is in these capital cities for both leisure and business purposes and hence most Star category hotels are found here.
3.8.2 **Sampling Strategy**: Stratified Random Sampling has been used for deciding the sample. Under this sampling technique, the universe is divided into different strata (groups) that are mutually exclusive and include all items in the universe. The strata taken for this study are 'Category of hotels' (3, 4 and 5 Star Hotels). Using purposive and convenient sampling, **2 hotels each** from 5, 4, star category and **3 hotels each** from 3 Star category at each city of Delhi, Chandigarh and Shimla, were selected to conduct the study. (more hotels were taken from 3 star category as 3 star hotels usually employ lesser number of people and the researcher had to target 100 respondents from this category too). The hotels included in the study were, Delhi (5 Star- Hotel Claridges, and Imperial Hotel, 4 Star- The Connaught and The Allure, - Greater Kailash; 3 Star- Amara Hotel-Greater Kailash, Ahuja Residency- Connaught Place, Hotel Sun International-Pahar Ganj). In Chandigarh (5 Star- JW Marriot and Hotel
Mountview; 4 Star-Hotel- Shivalik View and The Piccadilly- Sector 22; 3 Star-Himani’s Premium- city centre, Hotel Amara-near sector 43 bus stand and Hotel Aquamarine-near main market, Chandigarh). The hotels for Shimla (5 Star-Radisson Jass Hotel and Wildflower Hotel, 4 Star-Clarkes Hotel and Hotel Aamod- Shoghi, 3 Star-Woodville Palace, Asia the Dawn and Hotel Himland East). In the second stage, convenience cum random sampling was used to select respondents from the hotels.

### 3.8.3 Sample Size:
The Star Category hotels (Three, Four and Five) have been taken as the strata for the selection of sample. A total sample size of 300 respondents, has been pre decided upon. To facilitate easy comparison between the 3, 4, and 5 star hotels, an equal number of 100 respondents / hotel employees each, was decided upon to be surveyed for each category of hotel with the aim of getting 100 respondents for each Star category of hotel, over the three cities.

<table>
<thead>
<tr>
<th>Star Category</th>
<th>Hotels</th>
<th>Cities</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Star</td>
<td>2 hotels</td>
<td>Delhi: 2 hotels, Chandigarh: 2 hotels, Shimla: 2 hotels</td>
<td>100</td>
</tr>
<tr>
<td>4 Star</td>
<td>2 hotels</td>
<td>Delhi: 2 hotels, Chandigarh: 2 hotels, Shimla: 2 hotels</td>
<td>100</td>
</tr>
<tr>
<td>3 Star</td>
<td>3 hotels</td>
<td>Delhi: 3 hotels, Chandigarh: 3 hotels, Shimla: 3 hotels</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total Respondents</strong></td>
<td><strong>300</strong></td>
</tr>
</tbody>
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### 3.8.4 Analysis
The data has been analyzed using simple Statistical Methods with the aid of SPSS 17.0 and the following tool.

1. **Descriptive Tests: Frequencies and Percentages**
Descriptive tests are used to describe the characteristics of the sample or population in totality. They limit generalization to the particular group of individuals observed or studied. In the present research Frequencies and Percentages have been used to analyze data on profile characteristics of hotel employees as respondents, to find out their age, duration in the hotel job, salary bracket, education, etc.

Frequencies and percentages have again been used to answer the various research questions on the six component dimensions of quality of life experienced by hotel employees.

3.9 Data Presentation

Data has been presented through
- Tables
- Graphs/Pie Charts

3.10 Delimitations

As the topic was very wide, including North Indian hotels, and it was not possible for the researcher to cover the whole North Indian region.

- The study was delimited to the study areas of Delhi, Haryana, Himachal Pradesh and Punjab.

- As the capital cities of these States are the major tourist attracting areas and most hotels are concentrated in them, the researcher delimited the study to hotels in the cities of Delhi, Chandigarh and Shimla.

- The top managerial employees in the hotels were not included in the study. Only middle and low levels hierarchy from the front office, housekeeping and food and beverage were included in the study.

3.11 Limitations

The researcher recognizes the following limitations in the study.
- The study is limited to North Indian hotels. As North India has a wide geographical territory it was not possible for the researcher to cover all the States of North India.

- From North India only the region of Delhi, and capital cities of Haryana/Punjab and Himachal Pradesh have been taken as study area. Due to time, travel and financial constraints of the researcher it was not possible to include all destinations in these States.

- The sample size of the study was limited to 300 only due to problems of accessing the employees for survey, on account of hotel restrictions, and busy schedules of employees.

- All 3, 4, and 5 Star category hotels in the study areas could not be included in the study as it was not possible for the researcher to access all properties due to distance and time, and many properties would not allow the researcher to interact with employees during work hours.

References
