



# HOTELS IN GOA: AN ANALYSIS OF THE QUALITY OF WORK LIFE OF EMPLOYEES IN RELATION TO GENDER AND HOTEL STAR CATEGORY

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## ABSTRACT

The present study was intended to explore whether there exist significant differences in quality of work life in relation to gender and hotel category. The total sample used for following research was 102 employees – 51 of whom were male employees and 51 were females. The quality of work life scale by Dhar, Dhar, and Roy (1971) was used to assess quality of work life. The obtained raw scores were analyzed using one way analysis of variance and independent sample t-test. The hypotheses that significant differences exist in quality of work life and its dimensions with regard to gender and with regard to the hotel star category, were partially accepted.

**KEYWORDS :** Quality of Work Life, Gender, Hotel Star Category, Hotel Employees

### Introduction:

An employee is a person who works part-time or full time under a contract of employment whether oral or written, express or implied, and has recognized rights and duties. Quality of Work Life can be defined as the set of favorable conditions and environments of a work place that support and promote employees satisfaction by providing them with rewards, job security and growth opportunities.

### Objectives of the study:

To explore significant differences in quality of work life in relation to gender and hotel star category.

### Hypotheses:

**Ha1:** Significant differences exist in quality of work life and its dimensions with regard to gender.

**Ha2:** Significant differences exist in quality of work life and its dimensions with regard to hotel star category.

### Participants:

Purposive sampling method was employed and 102 employees were selected – 51 of whom were males and 51 were females. The employees were selected from 3 star, 4 star, and 5 star hotels from Goa.

### Tools:

Quality of Work Life scale by Dhar, Dhar, and Roy (1971) which consists of four dimensions namely human relations, work-life balance, proactivity and learning organisation. The scale consists of 45 statements that are rated on a four-point likert scale- 'strongly agree', 'agree', 'not sure', and 'strongly disagree'.

### Procedure:

Permission was obtained from the hotel managements to conduct the study on employees. The purpose of the visit was made known to the target group, rapport was established, confidentiality was assured and their consent was sought for participation. The data collection tool was administered on the target group. Upon completion of which, the participants were debriefed about the study, and were thanked for their participation. The responses of the participants were then scored and subjected to statistical analysis.

### Statistical Techniques:

T-test was employed to study significant gender differences in quality of work life.

One way analysis of variance was used to study significant differences in quality of work life with regard to the hotel star

category.

### Results and Discussion:

**Table 1.1:** Mean, Standard Deviation, and t-value for quality of work life and its dimensions.

Dimension	Gender	Mean	Standard Deviation	t-Value
Proactivity	Male	29.24	6.94	0.52
	Female	29.24	6.69	
Work life balance	Male	29.02	7.20	1.48
	Female	26.86	7.50	
Human Relation	Male	11.29	2.85	0.88*
	Female	10.71	3.82	
Learning Organization	Male	10.71	3.91	0.00
	Female	10.71	3.16	
QUALITY OF WORK LIFE	Male	80.25	12.71	0.84
	Female	78.22	11.66	

\*Significant at 0.05 Level

As seen in table 1.1, the mean scores on overall quality of work life for males was 80.25 and for females was 78.22 with standard deviations of 12.71 and 11.66 respectively. The t value was computed to be 0.84 which was statistically insignificant. However, comparing the mean scores, it is observed that males scored slightly higher on quality of work life than females. This finding is probably because in a broader sense, work-life balance can be described as the 'fit' between multiple roles in a person's life (McCartney, 2002). The fundamental theory behind the concept of work-life balance is that individuals have varying and sometimes mutually exclusive demands on them due to the roles that they play in the different facets of their lives for example, mother versus worker (Ford, 2007).

Some would say it is the need of all individuals to achieve and maintain the balance between their paid work and their life outside of work (Lockett, 2008). Work-life balance is not one single ultimate experience but a series of individual experiences unfolding over time. For working women, balancing a challenging career with life outside work is a complex task. Working women have to maintain a balance between family, career, health, and society. So, most of them carry work and responsibilities to home but balancing between these two complex situations in the present day fast life requires talent, tact, skills and cautions (Mainiero & Sullivan, 2005). In spite of the above facts, for today's women, life is a balancing act, and it is safe to say that in current fast paced society women are constantly looking for the right work-life balance. It is imperative to find the true meaning of work-life balance for women. Indian

women belonging to all classes have entered into paid occupations due to rise in education level thereby learning to balance between work and life like the male population. The above finding is supported by a research by Bolhari (2011) who investigated the relationship between quality of work life and gender and found that there is no significant relationship between them. This finding is further supported by Walton (1985).

On the dimension of Proactivity, the mean obtained by male and female employees was 29.24 and 29.24 with corresponding standard deviations of 6.94 and 6.69 respectively. The t-value computed was 0.52 which was statistically insignificant. Comparing the mean scores, it is seen that both males and females have obtained similar scores on proactivity which could be because proactivity depends on the nature of the person, such as how organized one is and is able to calmly handle a situation, irrespective of the persons gender. This is further supported by a study by Li (2014) that investigated environmental and genetic factors that influence employee proactivity and found that environmental factors are more likely to determine how much money proactive employees earn, while genetics more likely determine a proactive employee's job satisfaction.

On the dimension of work life balance, the mean scores obtained by male and female employees was 29.02 and 26.86 with corresponding standard deviations of 7.20 and 7.50 respectively. The t-value computed was 1.48 which was statistically insignificant. However comparing the mean scores, we see that male employees scored higher than females on work life balance. This could possibly be because personal and professional lives are important and women employees struggle to do justice for both the roles and in the process if they spend more time pursuing one role as opposed to the other, it can lead to negative outcomes. According to Montgomery, Bakker, and Schaufeli (2005), job demands and family demands are often irreconcilable creating an imbalance between the two. In India, earlier, female employees were mainly confined to low-profile or non-managerial positions, however, in recent times, their presence is seen in different positions in the workplace. These transformations in work culture have brought in more additional duties and responsibilities towards family, work place, and society (Mathew & Panchanatham, 2009). Also, women struggle with what is expected of them or what they think is expected of them. They strive to be super wives, super moms, and career women. The woman has to balance herself between where she feels she should be and where society says she should be. Parker (2013) found that women have had a harder time balancing work and family life.

On the dimension of human relations, the mean obtained by male and female employees was 11.29 and 10.71 with corresponding standard deviations of 2.85 and 3.82 respectively. The t-value computed was 0.88 which was statistically significant at 0.05 level. Comparing the mean scores, we see the male employees obtained a higher mean than the female employees which is probably because men enjoy greater autonomy, more support from their supervisors, and like their job and more. They have a good power for observation and have a high level of diplomacy.

On the dimension of learning organization, the mean obtained by male and female employees were 10.71 and 10.71 with corresponding standard deviations of 3.91 and 3.16 respectively. The t-value computed was 0.00 which was statistically insignificant. However, comparing the mean, it is observed that the male and female employees on this dimension obtained similar scores. This is probably because many of the problems that have confronted women have also confronted men. Nowadays institutions involve both men and women equally on the basis of individual merit, which is a better place for everyone (McGregor, 1967). This may be why there is equal learning that is taking place when it comes to learning organization. This is further supported by Mansoor and Ratna (2014) who found that there is no significant difference in the perception of gender towards organizational learning and organizational innovativeness. Similar findings were also obtained

by Saner (2012).

Hence, the hypothesis that there exist significant differences in quality of work life and its dimensions with regard to gender, is partially accepted.

**Table 1.2:** Mean and standard deviation for quality of work life and its dimensions as a function of hotel star category.

Quality of Work Life	Category	Mean	Standard Deviation
Proactivity	3 star	31.94	7.67
	4 star	28.29	5.98
	5 star	28.55	6.19
Work life balance	3 star	29.97	6.19
	4 star	27.00	6.67
	5 star	26.85	8.92
Human Relation	3 star	10.65	3.43
	4 star	10.26	3.26
	5 star	12.15	3.20
Learning Organization	3 star	10.29	3.32
	4 star	11.14	3.98
	5 star	10.67	3.29
QUALITY OF WORK LIFE	3 star	82.85	10.66
	4 star	76.69	10.99
	5 star	79.24	14.19

**Table 1.3:** One way analysis of variance of Quality of Work Life and its dimensions as a function of hotel star category.

Dimension	Source of Variance	Sum of squares	df	F ratio
Proactivity	Between groups	283.50	2	3.21
	Within groups	4377.21	99	
Work life Balance	Between groups	210.43	2	1.96
	Within groups	5211.21	2	
Human relation	Between groups	67.3	2	3.09*
	Within groups	1076.69	99	
Learning organization	Between groups	12.50	2	0.50
	Within groups	11248.68	99	
QUALITY OF WORK LIFE	Between groups	707.03	2	2.45

\*significant at 0.05 level

As seen in table 1.2, for overall quality of work life, the mean score for hotel star category were 82.85, 76.69, and 79.24 with corresponding standard deviations of 10.66, 10.99, 14.19 for 3 star, 4 star, and 5 star respectively. The f ratio was computed to be 2.45 which was statistically insignificant. Comparing the mean, we see that employees working in 3 stars have a higher mean than 4 star and 5 star hotels which is probably because in a 3 star hotel the work pressure and expectations of employers are lesser than hotels with higher star category. There is a healthy working environment because there are lesser stress levels due to less pressure, personal need satisfaction, and opportunities to develop new skills and abilities. This all contributes to a better quality of work life in a 3 star hotel.

On dimension of Proactivity, the mean score for 3, 4 and 5 star hotels were 31.94, 28.29, and 28.55, with corresponding standard deviations of 7.67, 5.98, and 6.19 respectively. The F ratio obtained was 3.20 which was statistically insignificant. Comparing the mean scores, employees working in 3 star hotels shows higher levels which could probably be because too much work pressure can lead to burn-out and hampered progress in the long run, but it may also kill proactivity in the short run. Time pressure is likely to have negative effects on proactivity (Amabile, 1976). Extremely high time pressure may engender cognitive strategies that allow no time to think proactively which could be why proactive behavior is higher in 3star hotel because of they have lower work pressure than

employees working in 4 star and 5 star hotels.

On dimension of work life balance, the mean score for 3 star hotel was 29.97, 4 star hotel was 27.00 and 5 star hotel was 26.85 with corresponding standard deviation of 7.67, 5.98, and 6.19 respectively. The F ratio obtained was 1.96 which was statistically insignificant. Comparing the mean scores, the employees working in 3 star hotels shows higher level of work life balance. This is probably because when an employee works in a higher rating hotel there is loads of pressure which makes it difficult for them to cope and hence they do not have a good work life balance because they may find it difficult to separate work issues and personal life.

On dimension of human relation, the mean score for 3, 4 and 5 star hotels were 10.65, 10.26, and 12.15 with corresponding standard deviations of 3.43, 3.26, and 3.20 respectively. The F ratio obtained was 3.09 which were statistically significant at 0.05 level. Comparing the mean, it is observed that employees working in 3 star hotel show high level of human relation. This could possibly be because the 3 star is a developing organization trying to achieve higher standards and for this, the management require the employees to perform their best and as such, the management may also provide reinforcements and good training than the 4star and 5 star hotels. Also, there is a lot of work pressure in a 4 star and 5 star hotel which interferes with the performance of the employees and this is why 3 star hotels perform better in human relation.

On dimension of learning organization, the mean score for 3, 4, and 5 star category were 10.29, 11.14, and 10.64, with corresponding standard deviations of 3.32, 3.98, and 3.29 respectively. The F ratio obtained was 0.50 which was statistically insignificant. Comparing the mean, it is seen that employees working in 4 star hotels have obtained higher scores in learning organization which could probably be because they may have a more formalized training culture. This could also be because they may be given proper recognition, encouragement and feedback. There also may be proper sharing of information taking place.

Hence, the hypothesis that there exist a significant difference exists in quality of work life and its dimensions with regard to hotel star category, are partially accepted.

#### Conclusion:

There exist significant difference in quality of wok life and its dimensions with regard to gender, is partially accepted.

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