



QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT AMONG HOTEL EMPLOYEES IN GOA

Psychology

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ABSTRACT

One of the fastest growing sectors of the economy of our time is the hotel industry. The hotel industry alone is a multi-billion dollar and growing enterprise, it is exciting, never boring and offer unlimited opportunities. The present study was intended to explore the relationship between Quality of Work Life and Organizational Commitment among employees in hotel industry. The total sample used for the research was 102 employees 51 of who were males and 51 were females from various hotels in Goa. The tools used for data collection were the Quality of Work Life Scale by Dr. Santosh Dhar, Dr. Upinder Dhar and Dr. Rishu Roy and the Organizational Commitment Scale by Upinder Dhar, Prashant Mishra and D.K. Srivastava and Karl Pearson's Correlation Coefficient was used to study the relationship between the variables. As hypothesized there existed a positive correlation between Quality of Work Life and Organizational Commitment.

KEYWORDS:

Organizational Commitment, Quality of Work Life, and Employees.

Introduction:

The hotel industry is currently by far the most important pillar of our local economy; hotel industry is a part of travel and tourism industry. Early travelers were mostly warriors, businesspersons and scholars in search of knowledge or people in search of occupation. The human resource department has newly taken step in hotel industry and within a short span of time; it has become a very important part of the organization. It plays the role of facilitator between the bargain able cadre and non- cadre.

An employee in the hotel industry is an individual who is hired by an employer to do a specific job. The employee is hired by the employer after an application and interview process results in his or her selection as an employee. This selection occurs after the applicant is found by the employer to be the most qualified applicant to do the job. (Heathfield, 2016).

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.

Organizational Commitment on the other hand is a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Blau and Boal, 1987).

Objectives of the study:

To investigate whether there exist a relationship between Quality of Work Life and Organizational Commitment.

Hypotheses:

There exists a positive correlation between Quality of Work Life and Organizational Commitment among employees in the hotel industry.

Participants:

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

Tools:

Personal data sheet that included questions pertaining to socio-demographic information.

The Organizational Commitment Scale by Upinder Dhar, Prashant Mishra and D. K. Srivastava, measures employees concern for the organization and employees identification with the organizations. The scale consists of 8 items out of which items number 6 and 8 are negative. Each item has 5 alternatives from 'strongly agree to strongly

disagree'. The two dimensions measured were Identification with the organization and Concern for the organization.

Quality of Work Life scale by Santosh Dhar, Upinder Dhar and Rishu Roy consist of four dimensions mainly Human Relations, Work-life balance, Proactivity and learning organisation. The scale consists of 45 statements on a five-point likert scale- 'strongly agree', 'agree', 'not sure', and 'strongly disagree'.

Procedure:

Permission was obtained from the hotels in Goa, 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 sort for participation. The Personal data sheet, were administered on the target group. Upon completion of the questionnaire, the participants were debriefed about the study and were thanked for their participation in the study. The responses of the participants were scored and then subjected to statistical analysis.

Statistical Technique:

Karl Pearson's Correlation Coefficient to study the relationship between the variables.

Results and Discussion:

There exists a positive correlation between Quality of Work Life and Organizational Commitment among employees in the hotel industry. Table 1 indicates Mean, Standard Deviation and Correlation Coefficient for Quality of Work Life and Organizational Commitment.

Measure	Coefficient	Mean	Standard Deviation	Correlation
Quality of work Life		79.24	12.18	0.78*
Organizational Commitment		14.33	3.16	

*Significant at 0.05 level

The correlation coefficient was computed to be 0.78 and was found to be significant at 0.05 levels. The above correlation is found to be strong positive correlation. According to the results obtained there is a significant strong positive correlation between quality of work life and organizational commitment, which indicates as quality of work life increases the organizational commitment of the employees also increases and vice versa.

The above finding is probably because employees with favorable quality of work life are more committed and maintain a long term relationship with the organizations as compared to those with unfavorable quality of work life. Quality of work life programs are way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The element in a typical quality of

work life program include – open communication, equitable reward systems, a concern for employee job security and satisfying careers and participants in decision making. A positive quality of work life tends to increase the level of commitment by the employees.

The above finding is supported by Birjandi et al., (2013) who found a positive and significant relationship between components of quality of work life and employee's organizational commitment.

The finding is further supported by Hosseini and Musavi (2009) who studied the relationship between quality of work life and organizational commitment and its dimensions in hotel industry. Their results showed that there is a positive relationship between quality of work life and organizational commitment.

Research by Mottaz (1988) has also emphasized that when employees perceive the organization as providing interesting and meaningful task, a friendly and supportive environment, as well as good pay and promotional opportunities, commitment to the organization is likely to be high.

The employees at times may also have a poor quality of work life due to work stress, lack of belongingness, negative communication, and unpredictability of work activities, unfairness, poor organizational decisions, role conflict, and inequitable pay levels which may lower their commitment to their organization.

Hence the hypothesis that there exist a positive correlation between quality of work life and organizational commitment is accepted.

Conclusion

There exists a positive correlation between Quality of Work Life and Organizational Commitment among employees in the hotel industry is accepted.

References:

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