



The Contribution of Quality of Work Life to Employee Job Satisfaction in Travel and Tourism Industry: A Theoretical Construct

Dr. Abdulmalik M. Alhussami*

*Assistant Professor, Department of Tourism, Taiz University, Taiz, Yemen.

Corresponding Email: *alhussami1@gmail.com

Received: 02 July 2024 Accepted: 20 September 2024 Published: 06 November 2024

Abstract: *Tourism industry is one of the most intensive labor sector in the world which generates employment opportunities and income for the global economy, but the work in tourism industry is characterized by difficulty due to irregular and long working hours and pressure that employees have to work under to satisfy the expectations of various customers. For the purpose of sustainable tourism development, the management of tourism industry has to take care of quality of work life in order to enable employees to meet their important personal needs and to effectively balance their personal and work life. The objective of the current study is to find out whether there is contribution of QWL to employees job satisfaction in tourism industry, to add to literatures of tourism and human resources and to provide some valuable recommendations that can be applicable by tourism service providers to enhance QWL of employees and hence their level of job satisfaction.. After reviewing several literatures the study found that there is a significant relationship between QWL and employee job satisfaction or in other words, QWL contributes significantly to employee job satisfaction in tourism industry. The study highly recommended that the management of tourism industry should promote QWL practices to enhance the level of employee job satisfaction and hence employee productivity in tourism industry from one hand and to enhance customer satisfaction from the other hand and this last plays a crucial role in success of tourist establishments and tourism industry in general.*

Keywords: *Employee Job Satisfaction, Quality Work Life, Tourism Industry.*

1. INTRODUCTION

Tourism industry is an intensive employment industry that creates large employment opportunities not just in tourism industry as in transportation, accommodation, and tourist attractions sites, but also in the industries that provide tourism with elements of production



such as agriculture and manufacturing. Tourism industry requires highly qualified and skilled workforce able to satisfy various and heterogeneous customers, but unfortunately tourism industry faces some working challenges such as long working hours, unstable workforce, and less pay. Therefore, tourism industry may encounter the difficulty of staffing suitable workforce and also high level of employee turnover because of the nature of jobs in tourism industry. Fernandez & Worasuwan, (2017). (1) The relationship between tourism and human resources can be indicated in two main issues, the first is represented in ability of tourism industry to recruit sustainable workforce, and the second issue is related to how the workforces are treated by the managers in tourism industry. Aynalem, et. Al. (2016).(2) Thus, it can be said that quality of work life and employee job satisfaction are two main factors that play a crucial role in employee retention in business organizations and more particularly in tourism industry. To create and maintain a loyal workforce that has a high degree of commitment and engagement, tourism organization management needs to pay more attention to providing employees with high quality work life, satisfying them and granting them more authority and autonomy to create job satisfied and happy employees in performing their works. Recently, human capital plays a vital role in achieving the sustainable competitive advantage for organization in general and for tourist organization particularly, because tourism is a human business which depends totally on human resources in achieving customer satisfaction, enhancing the productivity and creating the competitive advantage. The company success is depends on how the company is able to recruit, maintain and innovatively use the human resources from one hand and its ability to secure good working conditions that enable the company to maintain talented and more productive employees for long term. Unfortunately, employees working for tourist organizations leave the organization or the industry because of low level of job satisfaction, less motivation, and poor working conditions. Kusluvan & Kusluvan (2000). (3) Thus, tourist organizations are required to focus on QWL practices and motivation to create employee job satisfaction and as Kidwell& Fish (2007) (4) stated, providing employees with meaningful tasks, granting them autonomy in performing their jobs, and showing them how they are effectively contributing by their work to the overall goals of the organization, are effective practices to motivate employees.

2. RELATED WORKS

Several studies aimed at investigating the contribution of quality of work life to employee job satisfaction and found that there is a significant relationship between the two variables. One of these studies is a study conducted by Usha, S. et al (2018) (5) who aimed at investigating the impact of QWL on some main work outcomes including job satisfaction and used descriptive and inferential statistics to reveal that QWL has a significant impact on J.S, and this impact is more than the impact of QWL on other work outcomes such as performance and organizational commitment.

Navidian, A. et. al (2015) (6) conducted their study to find whether there is a relationship between quality of work life and job satisfaction. The study was descriptive and analytical in nature which collected data through questionnaire and concluded that there is a significant



relationship between QWL and J.S and that the job satisfaction can be improved through the components of QWL.

Using Pearson coefficient of correlation, Bhavani, M. et al (2014) (7) aimed at investigating the impact of QWL on J.S of school teachers in Udaipur, India, and found that there is a positive correlation between QWL and job satisfaction.

Soni.,H et al (2014) (8) in their research work entitled "Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry" aimed at finding out and understanding the quality of work life of hotel employees and its impact on job satisfaction of employees. They provided several recommendations to enhance quality of work life of employees' practices in order to improve their job satisfaction.

Mohammad, H., N. et al (2014), (9) used the structural equation modeling to study the effect of QWL on job satisfaction in government organizations in Iran, and they found that there is a positive impact of the structural dimensions of QWL on job satisfaction.

Balasundaram, N. &Syed, M. (2010) (10) conducted an empirical study using descriptive statistics and inferential statistics to find out the relationship between QWL and job satisfaction in private universities of Chittagong, Bangladesh, and found that there is a positive impact for all factors of QWL such as job benefits for family, creativity of work, promotion in career, and job safety, on job satisfaction.

3. METHODOLOGY AND RATIONAL OF THE STUDY

The research study starts with inquiry or in other words with inquisitiveness or a question exist in the mind of the researcher who collects the data related to answering the research question and then finding the appropriate answer to the question of the research study. Moreover, the research is a systematic operation that the researcher pursue to gain and analyzing the information to find an answer to the research question and enhancing the knowledge that the researcher can use to solve the current problems or confirming the facts.

Actually there are two types of the research, the first type is the primary research through which the researcher provides a new knowledge taking from the particular findings of his research work in addition to the presentation of the existing knowledge in different way, and secondary research work through which the researcher provides summary of the existing ones.

Since the current study is theoretical and descriptive in its nature, it used the secondary source of data to collect data from books, journal and websites in order to achieve the objectives of the study.

When an organization helps its employees to have high quality life at work through fostering health and safety procedures in workplace, providing employees with opportunities of growth and development in their careers and granting them fair compensations, employees will have high level of job satisfaction and thus will more likely be more productive in their works and



will be more able to create customer satisfaction can be considered as the base upon which the growth and turnover of the business may remain move.

4. RESULTS AND DISCUSSION

Quality of Work Life

Quality of work life can be considered as a sub concept of individual's overall quality of life which encompasses some main factors like health, income, happiness, and social relationship. QWL means all the organizational aspects that aim to create employee satisfaction and boosting the organizational effectiveness. In early twentieth century there were some legislations that have been enacted to protect employees from dangerous work conditions and to enhance job security which is an element of job satisfaction. In other words, QWL indicates the relationship between individuals within an organization and the overall environment of working and as Harrison (1985) (11) stated that QWL refers to the extent up to which the organization contributes to the well-being of its employees and it refers also to employees participation in decision making, collaboration between employees and management to solve work related issues and to improving organizational performance and job satisfaction. The essence dimension of the overall QWL is to develop the well-being of employees in the workplace, and the interaction between employees' well-being and their productivity can be considered as the design of the job which can create high level of employee satisfaction Lawler (1982) (12). As Sadri and Goveas (2013) (13) stated, there are some main aspects necessary for QWL are: the capability of handling skills and talents of individual, safe and healthy working environment, career growth opportunities, and fair compensations.

Similarly, Lau et al. (2001) (14) viewed QWL in terms of good working conditions that enhance satisfaction through granting employees career growth opportunities, job security and rewards, whereas other scholars/ researchers focused on the human dimensions of QWL and viewed it as the quality of the relation between employees and the environment of their work. When employees enjoy high quality of work life, they will be more satisfied at workplace and hence will be more able to balance their work life conflicts and to help organization to achieve its goals of progress and development. Satisfied and happy employees will help the organization to save the expenditure of employee motivation and use it in employee training and development because they are actually self-motivated. Happy, satisfied, and self-motivated employees will have high degree of organizational commitment and this will reduce the level of employee turnover which is high in tourism industry. When an organization grants employees adequate time to perform their tasks, provides them with high level of freedom to perform their work activities, encourages them to give their suggestions and implements them if possible, recognizes them when they make accomplishments and outstanding performance, grants them fair salaries etc. this means that the organization promotes good and high quality of work life.

On contrary, when an organization doesn't pay more attention to promoting quality of work life, the result will be dissatisfied employees and high degree of employee turnover which will be reflected in fragmentation of work groups due to unstable workforce.



In broader perspective, QWL is a set of strategies, policies, processes, programs and practices of workplace that motivate employee job satisfaction, and job satisfied employees are more likely more productive within the organization.

Employee Job Satisfaction

There is no an agreement regarding what job satisfaction means and different researchers have different view of job satisfaction. Job satisfaction reflects the positive or negative feelings of employees towards their work and it is closely related to the behavior of employees at workplace. Davis et al. (1985). (15) Job satisfaction demonstrates the employees' sense of achievement and success in their job, and is directly related to productivity and employees' well-being. Furthermore, job satisfaction indicates employees' enjoyment, happiness and enthusiasm in doing their jobs and can be considered a key element that is related to promotion, income, recognition, and achievement of the goals that lead to feel of fulfillment Kaliski, (2007) (16). Job satisfaction can be enumerated in three main characteristics: the first is human values that should guide organizations and such organizations are required to treat employees well and in respectful way. And thus job satisfaction may be an indicator of employee effectiveness and a sign of mental and emotional state of employees. The second feature is the workers' behavior which depends on the level of their job satisfaction will influence the activities of the business of an organization, and hence it can be pinpointed that job satisfaction will lead to positive behavior and dissatisfaction may result in negative behavior of employees. The third feature is that job satisfaction may work as an indicator of the activities of an organization Spector, (1997) (17). There are several factors that influence job satisfaction such as job characteristics, working environmental conditions, job security, relationship with the co-workers, flexibility to balance work life conflicts, job duties and educational qualifications. Moreover, There are several aspects that individual uses to measure job satisfaction such as promotion, co-workers, pay, nature of work, and supervision and communication system prevailing in workplace. When these aspects are suitable, the individual would measure job satisfaction on high rate, whereas when these factors found in low state, the individual would measure job satisfaction on low scale. In service industries and more particular in tourism which is characterized by intangibility of service and it is difficult to determine the quality of service, it is better for tourist organizations to promote employee job satisfaction because job satisfied employees are more likely to be more loyal and more productive from one hand and from the other hand they are more able create customer satisfaction and to enhance sale growth and profitability. Salaries and benefits have been found as the most important deriver of satisfaction, whereas Yang, (2010) (18) in his study on lodging properties concluded that the relationship with co-workers is the most important determinant of employee satisfaction. Furthermore, McPhail et al. (2008) (19) pinpointed that training and development were found as the most important predictors of job satisfaction, in their research work on employees of multinational hotel chain.

Contribution of QWL to Employee Job Satisfaction:

No doubt that high level of quality of work life and good working conditions will create employee job satisfaction, satisfied employees will more likely stay for long time in the



organization, this stability of workforce will enhance the level of employee retention and commitment and this last will foster productivity noticeably.

A study concluded that quality of work life has more impact on employee job satisfaction than the other work outcomes that were selected for the study namely the organizational commitment and work performance, and this impact of quality of work life was found to be positive (Usha et al.2018). (20) In the same context, some other studies proved the contribution of the three dimensions of quality of work life namely health and safety, growth and development opportunities and compensation to employee job satisfaction and can be discussed as in below:

Contribution of Health and Safety to Employee Job Satisfaction:

The concept of health encompasses variety of life aspects that may be interpreted positively or negatively as happiness and death respectively Guyatt et al (1993) (21)., and health and safety practices are so important and should be promoted by organizations irrespective of their nature of work. Health and safety various aspects may include compensation on health or disablement, insurance of workers etc., and organizations should provide employees with some facilities that are required at workplace such as first aid, rest rooms, bathrooms, medical care and some personal protective equipment. Thus, it can be said that OHS is a field specialized in taking care of health, safety, and welfare of employees at workplace. In the same context, quality of work life is concerned with physical working conditions which emphasis on safety, reduces risks of illness and focus on the overall well-being of workers, women and children, and can be considered as one of the most important contemporary variables that impact employee quality of work life. No doubt that employees want to work in healthy and safe environment and this is a main responsibility of management. Occupational health and safety programs should be a prior objective of management as it is closely related to lives of employees and how to protect it in order to enhance productivity and efficiency and to reduce costs. There are two models or approaches to safety in work, the first is careless worker in which the employer thinks that the majority of work accidents occur because of employees' failure to protect themselves or to take safety seriously, whereas the second approach is shared responsibility which assumes that the best solution to reduce accidents and diseases at workplace is depending on the role of both employer and employees alike. Employers have to maintain health and safety programs at workplace and employee should work or behave in such a way that save his life and the life of his beer (Bratton & Gold (1999) (22). Accordingly, the responsibility of ensuring health and safety at workplace is not confined to employer, instead it is a shared responsibility. Employees are responsible for taking the important precautions to save their lives and lives of those who may be influenced by their work and they should use devices, equipment, and clothing that the employer provides in the workplace. When the organization doesn't pay attention to OHS programs and practices this will increase work stress and this last will negatively impact employees' job and life satisfaction . The perceived occupational health risk may badly influence the physical and mental health of employees and lead to high stress and low organizational commitment. In other words it negatively influences employee job satisfaction Ramos et al. (2021) (23), Thoresen et al. (2003) (24), O'Neill et al. (2011) (25), Peng et al. (2014) (26). Moreover, There is negative correlation between job demands (Occupational hazards and risk) and job



satisfaction or in other words job demands is related to damage of job satisfaction Nielsen et al. (2011) (27).

Contribution of Career Growth and Development to Employee Job Satisfaction

It can be said that career growth and development opportunities include both professional development which means the best use of ways that leads to employees' capability fostering in their careers and personal development which fulfills the needs of both organization and individuals alike. When the organization helps employees to satisfy their personal needs, they will be more productive in organization and thus the organizational development can be achieved. Career growth and development refers to employee's advancement in their knowledge and skills and in their ability to achieve the organizational goals. When there is lack of career growth and development opportunity, the employees' need will not be entirely satisfied and this itself will decrease the employee job satisfaction level (Chen et al., 2004) (28). In tourism industry, despite the huge number of employment opportunities that tourism creates in tourism itself and in other industries that have linkage with tourism, it is characterized by low payment, not good working conditions, long working hours and limited growth and development opportunities which leads to dissatisfied employees. Thus, tourism organization should enhance career growth and development opportunities in order to create job satisfied employees and to enhance sustainable talents development in this so vital sector. Organizations which participate in career development will foster job satisfaction of their employees. All companies seek talented and more engaged workforce which enables it to achieve the competitive advantage, efficiency and high productivity and to do so it is crucial to help its employees to advance in their career and hence to have high level of job satisfaction.

Contribution of Compensation to Employee Job Satisfaction.

For their contribution to their companies, employees get a substitute for this contribution and this substitute is the compensation. Compensation also refers to all forms of payment that employees receive from their work (Dessler, 2013) (29) and includes two main elements, the direct payments such as wages, salaries, commissions, incentives and bonuses and indirect payments such as insurance and holidays. In the same context, (Swanepoel et al., 2014) (30) discussed that compensation is financial and non-financial rewards an employer provides for efforts, skills and time that employee makes to fulfill the requirements of the job that aim at attaining organizational objectives. Furthermore, (Qasim et al., 2012) (31) stated that compensation (monetary rewards) is one of the main components of employee job satisfaction, has a significant impact on job satisfaction and plays a crucial role in determining job satisfaction. Unfortunately, employees in tourism industry gain less compensation compared to employees in other industries or sectors (Sobaih, 2015) (32) this despite the long working hours in tourism industry. Thus, tourism establishments/ organizations should pay more attention to employee compensation and more particularly the financial pays to encourage tourism employees to do their best in achieving the organizational objectives and satisfying customers. Whereas the non-financial compensation means employee compensation for their high level of performance and productivity which takes the form of health insurance for employees and their families, promotion and



recognition which also plays an equally important role in creating job satisfaction of employees.

5. CONCLUSION

Travel and tourism industry is featured by long working hours, lack of growth and development opportunities and less pay, which leads to high rate of employee turnover and less productivity. Through reviewing several literatures the current study concluded that quality of work life with its dimensions namely health and safety, growth and development opportunities, and compensations contributes to employee job satisfaction. Thus, travel and tourism management is required to foster the practices and procedures of health and safety, to enhance growth and development opportunities and to grant employees compensations in order to enhance the level of employees job satisfaction.

No doubt that supportive work environment may reinforce employees motivation significantly so management should take care of creating family work atmosphere and well prepared employee halls to create appropriate work environment. Management of travel and tourism is required to have procedural practices to ensure that employees enjoy good health and able to work without exposure to dangers. Actually, there are several best practices travel and tourism organizations may implement to keep their employees health and safe such as using of technology and UV lighting and air purification systems, using of cameras and metal detectors and employees of travel and tourism establishments should be trained on how to deal with emergency situations and accidents as training creates awareness in general and enables employees to deal well with visitors. It is essential for travel and tourism companies to foster the development of employees' knowledge, skills and competences in flexible and rapid manners to enhance employees retention and to decrease the level of employee turnover because the stable workforce is better able to help the tourism establishment to achieve customer satisfaction, loyalty and retention and hence enabling it of the steady progress and prosperity.

Management of travel and tourism organization also required to grant employees financial and non- financial incentives such as salaries, bonuses, promotion, appreciation etc. to reinforce job satisfaction of employees which plays a crucial role in creating customer satisfaction and this last can be considered as the base upon which we can build staunch and ongoing businesses.

6. REFERENCES

1. Fernandez, K.M & Worasuwan, K. "Drivers of Hotels Employee Retention: A comparative Study", *Universal Journal of Management*, Vol.5, issue, 11, pp. 497-501.2017.
2. Aynalem, S., Kassegn, B. & Sewnet, T. "Employment Opportunities and Challenges in Tourism and Hospitality Sector", *Journal of Tourism and Hospitality*, Vol. 5, issue. 6, pp. 1-5. Jan.2016.



3. Kusluvan, S., & Kusluvan, Z. "Perception and Attitudes of Undergraduate Tourism Students towards Working in the Tourism Industry in Turkey", *Tourism Management* Vol. 21, pp. 251-269., June., 2000.
4. Kidwell, R.E& Fish, A.J. "High Performance Human Resource Practices in Australian Family Business: Preliminary Evidence from the Wine Industry", *International Entrepreneurship Management Journal*, Vol. 3 Issue 1,pp. 1-8., March, 2007.
5. Usha, S., Rohini, V. "Impact of Quality of Work Life on Work Outcome of Employees in Automobile Companies in Chennai", *International Journal of Pure and Applied Mathematics*, Vol. 118, Issue.20, pp. 787-799, 2018.
6. Navidian, A, Rigi, S,N. & Yaghoubinia, F. "The Relationship between Quality of Work Life and Job Satisfaction of Faculty members in Zahedan University of Medical Sciences", *Global Journal of Health Science*, Vol. 7 Issue2, pp.228-234, Oct., 2015.
7. Bhavani, M., Jegadeeshwaran, M. (2014), "Job Satisfaction and Quality of Work Life - A Case Study of Women Teachers in Higher Education", *sdmimd Journal of Management*, Vol. 5, Issue 2, pp.2-12., July, 2014.
8. Soni, H., and Rawal, Y.,S. "Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry", *Journal of Business and Management*, V.16, issue 3, pp. 37-44., Jan. 2014.
9. Mohammad Hossein Nekouei, Mumtazah BT Othman, Jariah BT Masud and Aminah BT. Ahmad. "Quality of Work Life and Job Satisfaction among Employee in Government Organizations in Iran", *Journal of Basic and Applied Scientific Research*, Vol. 4, issue 1, pp.217-229. 2014.
10. Balasundaram Nimalathanan, Syed Mohammad Ather. "Quality of Work Life and Job Satisfaction: A study of Academic Professionals of Private Universities in Bangladesh", *Annual Research Conference-2010*.
11. Harrison T.M. "Communication and Participative Decision Making: An Exploratory Study", *Personnel Psychology*, Vol. (1), PP. 97-116. 1985.
12. Lawler, E. "Strategies for Improving the Quality of Work Life", *Journal of Applied Social Psychology*, Vol.37,issue 5, PP. 486-493.1982.
13. Sadri, S. & Goveas, C. "Sustainable of Quality of Work Life and Job Satisfaction", *Elite Research, Journal of Education and Review*, Vol.1, issue 5, PP. 48-54. 2013.
14. Lau. T., Wong. Y.H., Chan, K.F. AND Law, M., "Information Technology and the Work Environment: does it Change the Way People Interact at Work", *Human System Management*, Vol. 20, issue 3, pp. 267-280.2001.
15. Davis, K. and Nestrom, J.W. "Human Behavior at Work: Organizational Behavior", 7 edition, McGraw Hill, New York, p. 109.1985.
16. Kalisky, B.S. "Encyclopedia of Business and Finance", second edition, Thompson Gale, Detroit, p. 446. 2007.
17. Spector, P.E. "Job Satisfaction: Application, Assessment, Cause and Consequences", CA, Sage Publications, Inc.1997.
18. Yang, J, T. "Antecedents and Consequences of Job Satisfaction in the Hotel Industry", *International Journal of Hospitality Management*, Vol.29, issue 4, PP. 615-616. 2010.



19. Mc Phail, & Fisher, R. "It is more than Wages: Analysis of the Impact of Internal Labor Markets on the Quality of Jobs", *International Journal of Human Resource Management*, Vol. 19, issue 3, PP. 467-469.2008.
20. Usha, S., & Rohini, V. "Impact of Quality of Work Life on Work Outcome of employees in Automobile Companies in Chennai", *International Journal of Pure and Applied Mathematics*, Vol. 118, issue 20, pp.787-799. 2018.
21. Guyatt, G.H., Feeny, D.H and Patrick, D.L. "Measuring Health Related Quality of Life", *Annals of Internal Medicine*, Vol.118,issue 8, PP. 622-629.1993.
22. Bratton, J. & Gold, J. "Human Resource Management Theory and Practice", Macmillan Press, London.1999.
23. Ramos, A., McGinley, M. & Carlo, G. "The Relation of Workplace Safety, Perceived Occupational Stress, and Adjustment among Latino/a Immigrant Cattle Feed yard Workers in the United States", *Safety Science*. Vol.139, issue S2. 2021.
24. Thoresen, C.J., Kaplan, S.A., Barsky, A.P., Warren, C.R., De Chermont, K. "The Effective Underpinnings of Job Perceptions and Attitudes: A Meta –analytic Review and Integration", *Psychol. Bull*, Vol. 129, PP. 914-945. 2003.
25. O'Neill, J.W., Chandler, K. D. "Work Stress and Well-being in the Hotel Industry", *International Journal of Hospitality Management* Vol.30, issue 2, pp. 385-390. May. 2011.
26. Peng, J, Li, D., Zhang, Z., Tian, Y., Miao, D., Xiao, W., Zhang, J. "How can Core Self-Evaluations Influence Job Burnout? The Key Roles of Organizational Commitment and Job Satisfaction ", *Journal of Health Psychology*, Vol. 21, pp. 50-59.Feb. 2014.
27. Nielsen, M.B., Mearns, K., Matthiesen, S.B., Eid, J. 'Using the Job Demands-Resources Model to Investigate Risk Perception, Safety Climate and Job Satisfaction in Safety Critical Organizations", *Scandinavian Journal of Psychology*, Vol.52,issue 5, pp. 465-475.2011.
28. Chen, T., Pao-Long, C., &Yeh, C. "Research Note: A Study of Career needs, Career Development Programs, Job Satisfaction and Turnover Intentions of R&D Personnel", *Career Development International*, Vol. 9, issue 4, pp.424-437., 2004.
29. Dessler, G. "Resource Management", 13th. Edition, 20013.
30. Swanepoel, B.J., B.J. Erasmus, H.W. Schenk and T. Tshilongamulenzhe. "South African Human Resource Management: Theory and Practice"., 4th Edit., Juta, Cape Town, 2014.
31. Qasim, S., F.E.A. Cheema and N.A. Syed., "Exploring Factors Affecting Employee's Job Satisfaction at Work", *Journal of management and social science.*, Vol. 8, pp. 31-39. 2012.
32. Sobaih, A.E.E. "Hospitality Employment Issues in Developing Countries: The Case of Egypt", *Journal of Human Resources in Hospitality and Tourism*, Vol.14, issue 3, pp.221-243. 2015.