

Quality of work life of front office employees in selected accommodation establishments

Rosa Naudé

20267967

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Study leader: Dr. S. Kruger

Co-study leader: Prof. M. Saayman

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FOREWORD

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LIST OF ACRONYMS

Acronym	Description
DEAT	Department of Environmental Affairs and Tourism
EXCO	Executive Committee
FOE	Front Office Employees
HR	Human Resources
QOL	Quality Of Life
QWL	Quality of Work Life
UNWTO	United Nations World Tourism Organization

ABSTRACT

Quality of work life of front office employees in selected accommodation establishments

The South African hospitality industry, and more specifically the accommodation sector, is a booming industry within South African Tourism. Annually thousands of tourists, nationally and internationally, come to stay in accommodation establishments which offer a variety of services to guests (South Africa, 2009:499).

What differentiates one accommodation establishment from another is the type and quality of service offered to guests. This service offered to guests can only be generated by manual labour, namely by employees. Front Office Employees in particular have direct and continual interaction with guests; Front Office Employees deliver the services required by guests and ultimately determine the satisfaction experienced by guests. A well-known saying goes “*Happy workers make happy customers*”. The core of this saying is therefore that Front Office Employees, who experience a Quality of Work Life, will ultimately deliver exceptional service and lead the accommodation establishment to be more productive and more profitable.

Quality of Work Life comprises a variety of life domains which need to be satisfied and fulfilled to result in an employer being happy. These life domains include *Health and safety, Economic and family issues, Social issues, Esteem issues, Actualisation issues, Knowledge issues, Creativity and aesthetic issues, Feelings about the establishment, Management and Leisure issues*. Satisfaction with these various life domains will therefore lead to a good Quality of Work Life and overall good Quality of Life being experienced.

However, few studies have been conducted on the Quality of Work Life experienced within accommodation establishments and more specifically that of Front Office Employees. When employees experience a good Quality of Work Life, the accommodation establishment can expect various long-term advantages, such as higher employee productivity, lower turnover and absenteeism, increased loyalty and commitment towards the establishment and increased overall profitability. Hence in order to ensure accommodation establishments deliver excellent quality service to their guests and fulfil their needs entirely, it is essential to better understand the Front Office Employees who directly deal with the guests. This understanding can be gained by obtaining a clearer understanding of how Front Office Employees experience Quality of Work Life and the various life domains they are not satisfied with. By developing an in-depth knowledge of the Front Office Employee and how satisfied they are with their Quality of Work Life, greater satisfaction can be ensured, which will ultimately lead to the accommodation establishment being more productive and more profitable.

The main goal of this study was to determine whether Front Office Employees are satisfied with their overall Quality of Work Life. In order to achieve this goal, the study comprises two articles. The research underpinning both of the articles was conducted at a specific South African resort group in June 2009 and a specific hotel group of South Africa in March 2010. A self-administrated questionnaire was distributed to the various units, according to an availability sampling method which focuses on respondents available and willing to fill in the questionnaire. A total of two hundred and ninety two (292) questionnaires were completed during the survey. From these questionnaires, data were obtained and results analysed.

The first article was titled '*Quality of Work Life: a comparative study of a resort group and hotel group Front Office Employees*'. The main purpose of this article was to determine whether Front Office Employees in the hotel group experience the same degree of Quality of Work Life as the resort group Front Office Employees. This article

highlighted the importance of Front Office Employees, since they are the first and continual contact guests have with an accommodation establishment. These Front Office Employees therefore determine the type of service experienced by guests and the satisfaction they derive from it. In order for Front Office Employees to deliver quality service, the Front Office Employees should experience a Quality of Work Life. To achieve the objectives of this article, a Confirmatory Factor Analysis was first done to confirm the various life domains of Quality of Work Life as well as the various mean readings for each life domain. In addition to this, an independent *t*-test was performed to compare the Front Office Employees of the hotel group, with the resort group Front Office Employees with regard to how they experience their Quality of Work Life. The practical significance of the various life domains was determined in practice, by looking at the Cohen *d*-value. By means of the Confirmatory Factor Analysis it was determined that each life domain consisted of certain factors, ultimately leading to the concept of Quality of Work Life. With the comparison drawn between the hotel group Front Office Employees and the resort group Front Office Employees can it be accepted that the hotel group Front Office Employees are more satisfied with their Quality of Work Life than is the case with the resort group Front Office Employees. The life domains identified as having a practical visible difference effect in practice were determined. These results can therefore be utilized by human resource managers in accommodation establishments as areas on which to focus in order to improve the Quality of Work Life offered to Front Office Employees and thus the quality of service rendered to guests, which would then inevitably have an impact on the profitability of the establishment.

The second article was titled '*The effect of leisure life of hotel group Front Office Employees on their Quality of Work Life.*' The main purpose of this article was to determine the overall effect of leisure life, which is classified as one of the life domains of Quality of Work Life, on the various other life domains of Quality of Work Life. The life domain *Leisure life* had two factors which were identified by a confirmatory factor analysis. Once the factors had been confirmed, the relationship between *Leisure life* and the various other life domains were determined. The results of this research

revealed that there is a relationship between leisure life and the other various life domains constituting Quality of Work Life. Hence the results are imperative for human resource managers of accommodation establishments, as the importance of leisure in Front Office Employees' lives as well as the various other life domains on which it has an impact have been indicated.

Overall, the research revealed that Front Office Employees of the hotel group are more satisfied with their Quality of Work Life than is the case with the Front Office Employees of the resort group. Furthermore, the importance of Front Office Employees' leisure life was indicated by the relationship it has with the various other life domains, ultimately leading to a Quality of Work Life. This newly obtained knowledge of Front Office Employees of accommodation establishments can be applied by human resource managers in an effort to ensure that these employees experience a good Quality of Work Life which will lead the accommodation establishment to be more productive, efficient and profitable due to happier employees.

Key words: *Front Office Employees (FOE), Quality of Work Life (QWL), accommodation establishments, leisure life, life domains, hospitality, hotel group, resort group.*

OPSOMMING

Kwaliteit werkslewe van ontvangspersoneel in geselekteerde akkommodasie-instellings

Die Suid-Afrikaanse gasvryheidsbedryf, en meer spesifiek die akkommodasiesektor, is 'n industrie wat tans besonder goed vaar in die Suid-Afrikaanse Toerismebedryf. Duisende toeriste, van nasionale en internasionale herkoms, gaan tuis in Suid-Afrika in verskeie akkommodasie-instellings wat dan diens aan die gaste lewer.

Wat een akkommodasie-instelling van 'n ander sal differensieer, is die tipe diens wat aan gaste gelever word en die gehalte daarvan. Hierdie geleverde diens aan gaste kan slegs geskied deur die arbeid van werknemers. Ontvangspersoneel spesifiek, verkeer direk en op voortgesette basis interaktief met die gaste; hulle lewer die diens wat die gaste van hulle verwag en bepaal uiteindelik die tevredenheid wat die gaste ervaar. Almal ken die alombekende stelling “*Gelukkige werkers lei tot gelukkige kliënte.*” Hierdie stelling bevestig die feit dat as Ontvangspersoneel 'n goeie Werkslewegehalte ervaar, hulle uitstekende diens van hoë gehalte aan gaste sal lewer, wat die akkommodasie-instelling daartoe in staat sal stel om meer winsgewend en meer produktief te wees.

'n Werkslewegehalte omvat 'n verskeidenheid lewensdomeine waarvan behoeftes bevredig moet word sodat die werknemers gelukkig kan wees. Hierdie lewensdomeine sluit in *Gesondheid en veiligheid, Ekonomiese en familiebehoeftes, Sosiale behoeftes, Selfbeeldbehoeftes, Aktualiseringsbehoeftes, Kennisbehoeftes, Kreatiwiteits- en estetiese behoeftes, Gevoelens aangaande die instelling, Bestuur- en Ontspanningsbehoeftes.* Bevrediging van hierdie verskeie lewensdomeine lei dan ten slotte tot goeie Werkslewegehalte en 'n algehele Kwaliteit Lewe.

Min studies is egter tot dusver oor die Werkslewegehalte, wat Ontvangspersoneel van verskeie akkommodasie-instellings ervaar, onderneem. As werknemers goeie Werkslewegehalte ervaar, kan die akkommodasie-instelling verskeie langtermynvoordele verwag, soos hoër werknemerproduktiwiteit, laer vlakke van arbeidsomset en minder afwesigheid, verhoogde lojaliteit teenoor en toewyding aan die instelling en 'n algehele styging in winsgewendheid. Vir 'n akkommodasie-instelling om dus diens van hoë gehalte aan gaste te kan lewer is dit noodsaaklik om die Ontvangspersoneel, wat direk met die gaste werk en hulle ervaring beïnvloed, beter te verstaan. Beter begrip kan verkry word deur vas te stel hoedat Ontvangspersoneel Werkslewegehalte ervaar en met watter lewensdomeine hulle nie tevrede is nie. Deur 'n meer omvattende begrip van Ontvangspersoneel se Werkslewegehalte te bekom kan groter tevredenheid verseker word wat sal meebring dat die akkommodasie-instelling meer produktief en winsgewend sal wees.

Die hoofdoel van hierdie studie is om te bepaal of Ontvangspersoneel gelukkig is met hulle Werkslewegehalte. Om hierdie doelwit te bereik het hierdie studie bestaan uit twee artikels. Die navorsing wat vir hierdie twee artikels gedoen is, het in Junie 2009 by 'n spesifieke oord-groep in Suid-Afrika plaasgevind, en in Maart 2010 by 'n spesifieke hotel-groep van Suid-Afrika. 'n Vraelys wat die respondente self kon invul, is na die verskeie eenhede versprei en volgens die beskikbaarheid en gewilligheid van respondente om die aan die studie deel te neem, is die vraelyste ingevul. Altesame 292 vraelyste is tydens hierdie navorsing ingevul. Data is uit hierdie vraelyste bekom en die resultate is geanaliseer.

Die eerste artikel was getitel '*Kwaliteit Werkslewe: 'n vergelykende studie van oord-en hotel-Ontvangspersoneel.*' Die hoofdoel van hierdie artikel was om te bepaal of Ontvangspersoneel van die hotel-groep dieselfde Werkslewegehalte ervaar het as die Ontvangspersoneel van die oord-groep. Die artikel het die belangrikheid van Ontvangspersoneel geïdentifiseer, aangesien hulle die eerste persone is deur wie gaste

met die akkommodasie-instelling kontak maak en met wie hulle ook voortgesette kontak het. Die Ontvangspersoneel bepaal dus die tipe diens wat gaste ontvang en ervaar asook die bevrediging wat hulle daaruit put. Om diens van hoë gehalte te kan lewer, moet Ontvangspersoneel goeie Werkslewegehalte ervaar deurdat hulle behoeftes ten opsigte van die onderskeie lewensdomeine bevredig moet word. Om genoemde doelwitte van hierdie artikel te behaal is 'n bevestigende faktoranalise eerstens uitgevoer om die onderskeie lewensdomeine van Werkslewegehalte te bevestig. Na hierdie analise is 'n onafhanklike t-toets gedoen om die Ontvangspersoneel van die hotel-groep te kan vergelyk met dié van die oord met betrekking tot hoe hulle hul Werkslewegehalte ervaar. Laastens is die praktiese belangrikheid van die verskeie lewensdomeine in die praktyk bepaal deur te kyk na Cohen se d-waarde. Uit die bevestigende faktoranalise is bepaal dat die onderskeie lewensdomeine uit verskillende faktore bestaan wat ten slotte tot goeie Werkslewegehalte lei. Met die vergelyking wat tussen die hotel- en oord-Ontvangspersoneel getref is, is daar bepaal dat die hotel-Ontvangspersoneel ongetwyfeld gelukkiger is met hulle Werkslewegehalte as wat die geval is met die oord-Ontvangspersoneel. Bepaalde lewensdomeine is ook geïdentifiseer wat 'n prakties waarneembare effek in die praktyk het, wat beteken dat hierdie lewensdomeine probleemareas is wat onder die loep geneem moet word. Hierdie resultate kan dan deur mensehulpbronbestuurders in akkommodasie-instellings aangewend word as dié waarop gefokus kan word om die vlak van algehele Werkslewegehalte wat Ontvangspersoneel ervaar te kan verhoog. Hierdie verhoogde Werkslewegehalte van Ontvangspersoneel sal dan 'n impak hê op die tipe en gehalte diens wat ontvangspersoneel aan gaste lewer, wat ten slotte vir die instelling tot groter winste sal lei.

Die tweede artikel is getitel *'Die effek van ontspanningslewe van hotel Ontvangspersoneel op hulle Werkslewegehalte.'* Die hoofdoel van hierdie artikel was om te bepaal wat die effek van ontspanningslewe op Werkslewegehalte van die Ontvangspersoneel van die hotel-groep en die onderskeie lewensdomeine wat daarmee gepaard gaan, is. Aan die hand van 'n bevestigende faktoranalise is bevestig dat die

lewensdomein *Ontspanningslewe* uit twee verskeie faktore bestaan. Sodra die faktore bevestig was, is die verhouding tussen ontspanningslewe en al die verskeie lewensdomeine van Werkslewegehalte bepaal. Die resultate van hierdie navorsing het bepaal dat daar ongetwyfeld 'n verband bestaan tussen Ontspanningslewe en die onderskeie ander lewensdomeine van Werkslewegehalte. Hierdie resultate toon dus duidelik aan mensehulpbronbestuurders van akkommodasie-instellings dat 'n ontspanningslewe vir Ontvangspersoneel van kardinale belang is.

Die navorsing het bepaal dat Ontvangspersoneel van die hotel-groep is ongetwyfeld gelukkiger met hulle Werkslewegehalte is as wat die geval is met die Ontvangspersoneel van die oord-groep. Verder is die belangrikheid van 'n goeie ontspanningslewe vir Ontvangspersoneel om 'n goeie Werkslewegehalte te ervaar, aangedui deurdat Ontspanningslewe beslis verband hou met die onderskeie lewensdomeine van 'n Werkslewe van goeie gehalte. Die inligting van hierdie studie kan deur mensehulpbronbestuurders benut word met die oog daarop om Ontvangspersoneel van akkommodasie-instellings se Werkslewegehalte te verbeter, wat insgelyks tot positiewe resultate sal lei, naamlik dat die instelling meer produktiewe, meer effektiewe, meer unieke en meer winsgewende akkommodasie-instelling sal wees.

Sleutelwoorde: *Ontvangspersoneel, Werkslewegehalte, akkommodasie-instellings, ontspanningslewe, lewensdomeine, gasvryheid, hotel, oord.*

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Chapter 1

Introduction, Problem Statement, Objectives and Method of Research

“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution: it represents the wise choice of many alternatives.” (William A. Foster as cited by Think Exist, 2010)

1.1 TITLE

Quality of Work Life of Front Office Employees in selected accommodation establishments

1.2 INTRODUCTION

According to research done by UNWTO (United Nations World Tourism Organisation), international tourism has globally made a positive turn after experiencing the economic crises of 2009 (UNWTO, 2010). International arrivals are expected to grow between 3% and 4% in 2010 and, in South Africa, tourism is still one of the fastest growing sectors (South Africa, 2009:499). Tourism currently accounts for 7% of all employment in South Africa with up to 941 000 employees currently working in the tourism industry and, for every 12 new tourists who visit South Africa, one new job is created (South Africa, 2009:499). A study was completed by DEAT (Department of Environmental Affairs and Tourism) in 2008 which found that 78% of all travellers indicated they were indeed happy with their holiday experience. Eight out of ten business travellers indicated that members of staff were extremely friendly and that accommodation provided was of good quality (Anon, 2009).

These statistics highlight the importance of Front Office Employees in the hospitality and accommodation sector. According to Kasavana and Brooks (2001:xiii) Front Office Employees can be considered the ‘face’ of tourism and hospitality - they *are* the hotel group. Front Office Employees, hereafter referred to as FOE, are the first and continual contact a tourist has with an accommodation establishment; therefore they have the

opportunity to make great impressions right from the beginning (Kasavana & Brooks, 2001:xiii).

In addition to these great impressions, Bayat and Ismail (2008:100) defined hospitality as the 'art' of satisfying the needs and desires of tourists. But what is the deciding factor that makes an accommodation establishment successful? The answer to this question is that accommodation establishments must satisfy tourists by providing them with high-quality customer service (Reichert, 2000:iv; Kasavana & Brooks, 2001:xiii; Jennings, 2006:5; Chan, 2006:285). Typical factors include a warm, friendly welcoming; a quick and efficient check-in; professional handling of complaints; a fully informed employee with an immaculate appearance; a genuine display of interest in the tourist as well as prompt reaction to requests from tourists (Kasavana & Brooks, 2001:xiii).

Reichert (2000:iv) noted that the challenge of customer service is that being able to do it well is directly related to the employees and their experience of Quality of Work Life. Certain standards in the workplace, namely Quality of Work Life (hereafter referred to as QWL) and a more humanistic approach to the management of employees, need to be in place before these Front Office Employees can be expected to perform effectively (Reichert, 2000:7; Stein, 1983:7; Cascio, 2010:24). QWL entails various life domains such as *Leisure, Social life, Health and safety, Economic status and family situation, Esteem issues, Actualisation issues, Creativity and Management* having a definite effect on their overall experience of QWL (Chan & Wyatt, 2007:501; Sirgy, Efraty, Siegel & Lee, 2001:241; Ngai, 2005:206; Cascio, 2010:24). This process is illustrated in Figure 1.1.

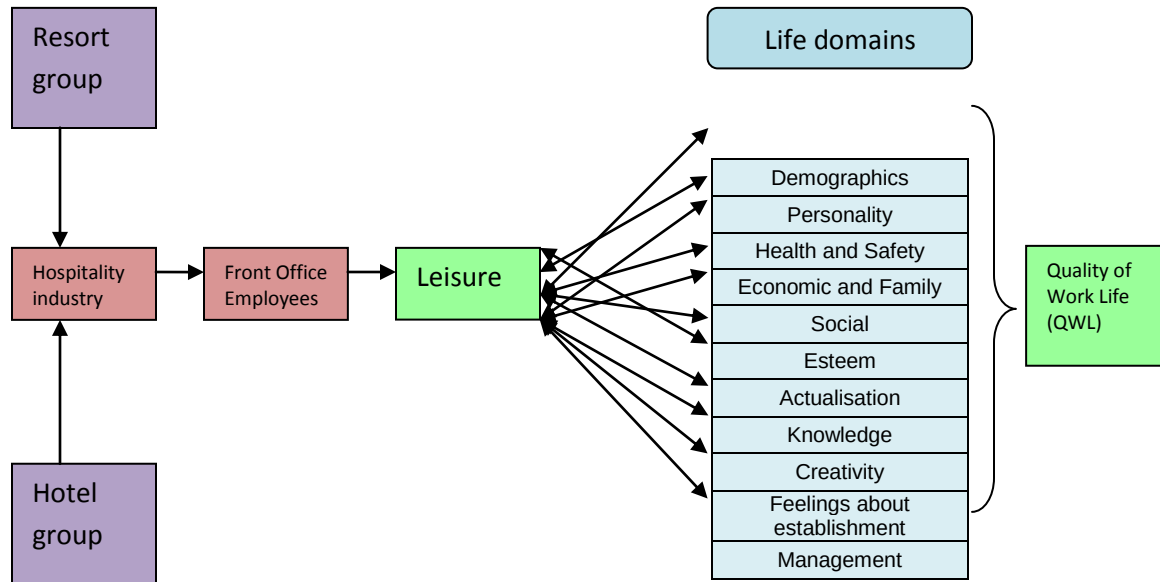


Figure 1.1: Conceptual framework of proposed study

Source: Compiled by author based on the literature review

Torkildsen (2005:58) drew a comparison between leisure and work by stating that leisure is the experience of freedom to choose and to experience intrinsic satisfaction, while work is highly structured and regulated. Leisure has been defined by Horner and Swarbrooke (2005:22) as all the experiences of people during their free time from which they derive a positive mental state and pleasure. As seen in Figure 1.1, Sirgy *et. al.* (2001:247) identified leisure as one of the important life domains of QWL. When employees take part in meaningful leisure, such as social activities, this has an effect on their QWL that ultimately affects the overall QOL experienced (Silverstein & Parker, 2002:528; Woodside, 2000:2; Torkildsen, 2005:45). Lewis (2003:345) identified this as a spillover effect that takes place. An example of this is employees experiencing a good QWL because of their participation in leisure activities. In the long run, this positive QWL has a positive impact on the employees' overall QOL. Ngai (2005:195) and Lloyd

and Auld (2002:43) made the important finding that there is a definite positive correlation between leisure satisfaction and the QOL of an employee.

Torkildsen (2005:56) and Lewis (2003:343) stated that leisure is being viewed nowadays as a way of providing wellbeing and an overall positive QOL. According to Torkildsen (2005:56) there is an almost perfect correlation between 'satisfaction with one's life' and wellbeing. Torkildsen (2005:61) noted that one's job is supposed to add to one's overall QOL. A French novelist, Albert Camus, concludes this introduction by stating: "Without work, all life goes rotten. But when work is soulless, life stifles and dies" (Overcoming Job Burnout:2010).

This chapter will clarify various issues concerning the research. These issues include the problem statement, identifying the goals and objectives of the study, the method of research used as well as defining all the concepts. The research is done from a human resource management point of view, focusing entirely on FOE. This is encouraged by Reichart (2000:68) and Cascio (2010:5) who state that a company is only as good as its workforce and therefore the proper management of human resources within a workplace is imperative.

1.3 PROBLEM STATEMENT

A recent study by Lewis (2003:343) in the service industry has determined that employees take part in a work-leisure trade-off in which they 'trade' leisure time for more work time. This occurs for various reasons such as economic advantages and the effect of a higher self-esteem and worth. This may also have positive effects in various life domains such as health, social life and self-actualisation (Coleman & Iso-Ahola, 1993:111). This is supported by the fact that the border between leisure and work is becoming more blurred as both are experienced as enjoyable (Lewis, 2003:343). In the past, new technological advances promised more leisure time for employees. In fact, quite the opposite is taking place: employees are actually working longer hours (Lewis, 2003:343). Lewis (2003:343) even went so far as to state that both leisure *and* work -

an activity of choice and source of enjoyment, are becoming more popular. Over a long period, these decisions have an impact on the workplace and on employees' QWL and QOL and this impact should be researched (Lewis, 2003:343; Silverstein & Parker, 2002:528). A study completed by Hsieh, Spaulding and Riney (2004:604) looked into this matter from the opposing side, considering how satisfaction with various life domains can affect their leisure.

On the other hand, businesses have gained the insight to develop workplaces that are more humanistic (Stein, 1983:7). It is considered that the main purpose of a business is to achieve economic goals and to be productive, but this should be achieved in conjunction with making the workplace as humanly enriching as possible (Cummings & Molloy, 1977:1). Employees would like their work to have more meaning and add to their overall QOL (Stein, 1983:7). This includes factors such as promotional opportunities, personal fulfilment and sufficient leisure time. Both QWL and QOL ultimately have an effect on the workplace (which may be positive or negative) as well as on productivity, level of absenteeism, staff turnover and overall team spirit (Stein, 1983:8; Cummings & Molloy, 1977:1; De Witt & Diedericks, 2001:41).

Guzzo (1983:1) points out that, traditionally, it was always considered that a higher level of productivity resulted from changed and more innovative business procedures such as marketing and the use of technology. The new view of higher levels of productivity stems from the fact that employee resources are managed more deliberately, leading to an increased QWL (Cummings & Molloy, 1977:1; Cascio, 2010:5). Recent research has determined that happy workers make happy customers and that happy workers are more likely to be more productive at the workplace (Reichert, 2000:93; Stein 1983:8; Guzzo, 1983:1; Cummings & Molloy, 1977:1; Cascio 2010:39).

Table 1.1 lists a number of previous research studies on topics including QWL, Leisure, and Work and Leisure.

Table 1.1: Previous studies regarding Quality of Work Life, satisfied employees' productivity and work and leisure.

<u>Area of research</u>	<u>Author</u>	<u>Title of the article/book</u>	<u>Short description</u>
Quality of Work Life	Stein (1983)	Quality of work life in action: Managing for effectiveness	A practical book giving guidance to HR managers as to what QWL entails, how it affects productivity in the workplace and how to apply a positive QWL in the various departments of the workplace.
	Chan and Wyatt (2007)	Quality of Work Life: A study of employees in Shanghai, China	An in-depth study of QWL, the various life domains it entails and the advantages of a positive QWL for the workplace.
	Cummings and Molloy (1977)	Improving productivity and the Quality of Work Life	A book written in the 1970s discussing the various links that exist between productivity in the workplace and the QWL employees' experience.
	Sirgy, Efraty, Siegel and Lee (2001)	A new measure of Quality of Work Life (QWL) based on need satisfaction and spillover theories	A study completed to develop a new measure of QWL which consists of seven different life domains. This is based on satisfying basic human needs and spillover theories.
	Huang, Lawler and Lei (2007)	The effects of Quality of Work Life on commitment and turnover intention	Research completed on auditors' Quality of Work Life experiences, the effect that it has on their organisational commitment which, in turn, affects their turnover intention.
	Gillette (2008)	High Quality of Work Life pays off for employees and businesses	An article covering the various advantages that businesses can expect due to a Quality of Work Life offered to employees, with examples of how to supply employees with a Quality of Work Life.
	Ballou and Godwin (2007)	Quality of Work Life'	An article suggesting to businesses to start offering their employees a Quality of Work Life, listing endless options as to how to supply employees with a Quality of Work Life.
Work and Leisure	Horner and Swarbrooke (2005)	Leisure marketing	An in-depth study had been made of the definition of leisure and various types of leisure that can be experienced.
	Silverstein and Parker (2002)	Leisure activities and Quality of Life among the oldest old in Sweden	Through this study it was determined that the leisure activities of older people actually improves their productivity, health and overall Quality of Life

	Coleman and Iso-Ahola (1993)	Leisure and health: the role of social support and self-determination	This study added to the previous research, which stated that leisure adds to good health by buffering people against the personal stress they experience.
	Lewis (2003)	The integration of paid work and the rest of life. Is post-industrial work the new leisure?	This study states that the boundary between work and leisure is becoming increasingly blurred. People are trading leisure time for more work time, since work is being experienced as enjoyable; it therefore adds to their overall QWL. People feel appreciated and experience a higher status and a higher self-esteem because of their longer working hours.
	Ngai (2005)	Leisure satisfaction and Quality of Life in Macao, China	The study on Macao residents resulted in two conclusions: Firstly, it was concluded that there is a positive link between residents' leisure satisfaction and QOL. Secondly, it was determined that leisure opportunities for residents in Macao were inadequate.
	Kleiber (2000)	The neglect of relaxation	In this paper, Kleiber focused on various researchers' views on literature and their definitions of leisure. The result was that no formal, unified definition could be formed regarding leisure, but the need for more research and attention to leisure had been highlighted.
	Lu and Hu (2005)	Personality, leisure experiences and happiness	This study determined the relationship between various personalities and their leisure involvement and satisfaction.
	Haworth and Veal (2004)	Work and leisure	This book covers all aspects of the work-leisure relationship, new tendencies and the way it is linked to QOL
Satisfied employees' productivity	Reichert (2000)	Do happy employees lead to happy customers?	A case study was done on the Hyundai Aftermarket Centres' employees to determine whether they were satisfied with their workplace and whether this influenced their productivity at the workplace. The results were predictable, that workers being happy leads to customers being happy and vice versa.

Table 1.1 clearly demonstrates that an ample amount of research has been completed on QWL and *Leisure*, but no evidence could be found of a comparative study between two accommodation establishments and the QWL experienced among the employees. Secondly, the impact of *Leisure* on QWL specifically, has been identified as an unresearched area. QWL is an undeniable factor within any workplace and has various effects on the workplace and employees. Although extensive research has been conducted in both QWL and *Leisure* fields, this literature study clearly indicates that the impact of *Leisure* on QWL and QOL of FOE of accommodation establishments has not

been researched sufficiently. This research will add to accommodation establishments' understanding of QWL and ways that QWL can be improved, with a specific focus on *Leisure*. This will lead to various positive results within the business and QOL.

This study will contribute findings on QWL and *Leisure* of FOE in accommodation establishments. As stated previously, when employees' QWL and *Leisure* are being given attention by human resources managers, it will improve the overall productivity and quality of service that employees render and lead to a good QOL.

1.4. GOAL OF THE STUDY

The goals and objectives of the study will be identified in this section.

1.4.1 Goal

To determine the Quality of Work Life of Front Office Employees in selected accommodation establishments in South Africa.

1.4.2 Objectives

To ensure that the overall goal of the study is met, the following objectives have been formulated:

Objective 1

To conduct an analysis of previous studies done on Quality of Work Life and Leisure.

Objective 2

To compile a comparative study of Quality of Work Life of Front Office Employees in a selected hotel group and in a resort group.

Objective 3

To determine the relationship between Leisure and the various Quality of Work Life domains of Front Office Employees in the hotel group and resort group sector.

Objective 4

To draw conclusions and to make recommendations for human resources managers of accommodation establishments as well as identifying areas for future research.

1.5 METHOD OF RESEARCH

Quantitative research was undertaken by mailing questionnaires to Front Office Employees of the hotel group and resort group concerned. Primary data was captured from the questionnaires completed by the respondents. In addition to this data, secondary data concerning this topic has been gathered from existing sources.

1.5.1 Literature study

Various secondary sources were consulted to ensure an in-depth understanding of the topic. These resources provided additional facts and formed a conceptual framework concerning this topic. Sources consulted include books, the internet, journal articles, various scientific databases as well as various other tourism, service and workplace related literature. Scientific databases consulted include SABINET, EBSCOhost, SAE Publications, Emerald, JStor, Pro Quest, SACat and Science Direct.

Keywords focused on are: *Quality of Work Life, Front Office Employees, Quality of Life, human resource management, leisure, hospitality industry and accommodation establishments (a resort group and hotel group).*

1.5.2 Empirical survey

This section covers the methods used to conduct the quantitative survey.

1.5.3 Research design and method of collecting data

A quantitative research approach was used during this research. This will ensure that trends and relationships between variables can be measured. Three important elements of quantitative research are objectivity, the data itself, and the ability to

generalise the results (Maree & Pietersen, 2007a:145). Surveys were carried out amongst selected staff of both the resort group and hotel group.

1.5.4 Development of the questionnaire

A questionnaire (Appendix 1) was developed by the researcher and was formulated on the well-tested measuring instrument used by Sirgy *et al.* (2001:264). The questionnaire was then further adapted so that it was more suitable for accommodation establishments by referring to research done by Cohen, Kinnevy and Dichter (2007:475) and Huang, Lawler and Lei (2007:745). In addition to this, a variety of other literature was consulted to add to the range of questions asked.

The questionnaire consisted of 12 sections which include *Demographic information, Personality information, Health and safety issues, Economic and family issues, Social issues, Esteem issues, Actualisation issues, Knowledge issues, Creativity and aesthetic issues, Feelings concerning the establishment, Management issues* and *Leisure issues*. The questionnaire consisted of closed-ended questions, with one open-ended question for comments and mainly seven-point Likert scale questions with answers ranging from very true, slightly true, true, neither true nor untrue, slightly untrue, untrue and very untrue (Maree & Pietersen, 2007b:167).

1.5.5 Survey

This section will describe how both surveys were completed in two different time frames.

1.5.5.1 Survey A

This survey within the resort group was completed in 2009. The first step in this process was to obtain consent for conducting the research. A meeting was arranged and held with the human resources manager of the resort group and consent was given to proceed with the research which had not yet started. The preliminary questionnaire was based on the questionnaire used by Sirgy *et al.* (2001). Prior to questionnaires being mailed to the resort group respondents, a focus group was held with ten of the

various resort group units' general managers. The proposed questionnaire was presented and managers could give their insights regarding which questions were unnecessary, short, biased or misleading. Following the focus groups, the questionnaires were adapted and then mailed to the various managers of the participating resort group units. Distribution took place after the April 2009 school holidays (2 May 2009), when the resort groups would not be too busy. A return date of 1 June 2009 was set for questionnaires to be mailed back to the researcher who then began capturing the data.

1.5.5.2 Survey B

This survey within the hotel group was completed in March 2010. Contact was made with the human resources department at the head office of the hotel group. The same questionnaire, that was used for the resort group, was adapted after analysing the questions that were either not completed or misunderstood during the initial research. The questionnaire was e-mailed to all general managers of the hotel group for their comments. All were satisfied with the questionnaire. The amended questionnaires were mailed during the December holidays when the most employee coverage is experienced and the return date was 21 February 2010. Completed questionnaires were mailed back to the researcher and the data capturing began.

1.5.6 Sampling

Survey A received 147 out of 350 questionnaires back from the resort group FOE. This initial research was viewed as a pilot study with various adaptations made to the questionnaire after seeing the responses to the questionnaire. A non-probability sampling method was used from a population of 350 Front Office Employees of the resort group.

Survey B was completed on the adapted questionnaire. Certain sensitive questions were removed on request of the human resources manager, and the leisure questions were added. Altogether 145 questionnaires were received from FOE from the hotel group. The total population for this research was 326 employees.

Both these surveys were proven to be representative of the population, based on the equations of Cooper and Emory (1995:207):

Resort group $350 \text{ FOE} \times 0.384 = 134$ respondents needed for it to be a valid sample. 147 fully completed questionnaires were returned

Hotel group $326 \text{ FOE} \times 0.384 = 125$ respondents needed for it to be a valid sample. 145 fully completed questionnaires were returned

1.5.7 Data analysis

The data captured was programmed into SPSS version 17.0 (SPSS Inc:2009) - a statistical software programme. This programme performed the statistical calculations and provided the empirical results for the study. Conclusions were drawn and recommendations made from the results garnered. The following statistical measures were used to analyse the data from the study:

- **Descriptive statistics**

Babbie, Halley and Zaino (2007:423) noted that these statistics are one of the two main types of statistics used by social scientists. These statistics will be applied in the form of means, standard deviations and frequencies (Bryman & Cramer, 1997:35). According to Jansen (2007:19), descriptive statistics have three main objectives. These are: to measure centrality or mean values, to measure dispersion and to establish the shape of the distribution curve. This will help to describe, summarise and explain given sets of data (Singh, 2007:124) and therefore make the data from this study more understandable, compact and descriptive.

- **Confirmatory Factor Analysis**

This measure will be used to confirm the specific life domains used in the questionnaire and to establish whether it does, indeed, lead to QWL, which can be seen as a hypotheses (Bryman & Cramer, 1997:277 and Singh, 2007:221). Foster, Barkus and Yavorsky (2006:70) stated that a factor analysis is a

technique that underlies a hypothetical construct to account for the relationship between the various variables. It then goes further by constructing a model that incorporates the factor structure and then compares the data against the model to see if it fits.

- **Spearman Correlation Coefficient**

Correlations were used to explore the strength, nature and extent of the relationship between the various life domains, QWL and leisure (Singh, 2007:147; Bryman & Cramer, 1997:172; Babbie, Halley & Zaino, 2007:427, Foster, Barkus & Yavorsky, 2006:162). Singh (2007:147) explained that a positive correlation indicates that as one variable increases, so does the other. In contrast to this, a negative correlation indicates that as one variable increases, the other will decrease.

- **Independent samples t-test**

This measurement was used to compare the mean score between the hotel group and resort group employees' experiences of their various life domains (Bryman & Cramer, 1997:152; Foster, Barkus & Yavorsky, 2006:6). This compared the experiences of the employees of a resort group with those of the employees of the hotel group.

1.6 DEFINING THE CONCEPTS

The following terms will be used regularly throughout the study. For this reason they need to be clarified:

1.6.1 Front Office Employees (FOE)

Bayat and Ismail (2008:90) and Kasavana and Brooks (2001:3) state that FOE are also known as front-line personnel. This includes reservations agents, front-desk agents, concierges, bell and door attendants and all employees who have initial contact with

guests. Kasavana and Brooks (2001:3) add that the variety of talents and skills needed to satisfy guests' needs are what make front office work so interesting and rewarding.

1.6.2 Leisure

Horner and Swarbrooke (2005:22) and Torkildsen (2005:46) defined leisure as a term that encompasses an entire series of experiences in which people take part during their free time. They went further by developing a framework of overlapping approaches to define leisure. Leisure is a time, an activity, a state of being, a holistic concept and a way of life. Horner and Swarbrooke (2005:23), Kerman and Domzal (2000:92) as well as Kleiber (2000:83) stated that leisure experience should give us feelings of pleasure, contentment, excitement and a positive mental state, as long as a person is relaxed and does it in a slower manner (Kleiber, 2000:82). Lu and Hu (2005:332) approached the classification of leisure from another point of view by basing it on a 'Leisure involvement scale' such as hobbies, sports, social, indoor and outdoor, whilst Hsieh, Spaulding and Riney (2004:618) divided leisure activities into development, social, active-express, entertainment or learning activities, all founded on the basic needs of a human being.

Torkildsen (2005:45) asked the question as to what leisure is. The answer to this question is that there is no comprehensive definition of leisure. Each person has his/her own idea of what leisure is in life, but one thing is for sure: leisure is important for a person's quality of living. The easiest and most simple description of leisure is that it is free time coupled with the freedom to act.

Torkildsen (2005:61) identified various impacts of work on leisure:

- Working hours determine how much time is then available for leisure
- The payment for work determines a person's earnings and their level of disposable income
- Work also determines one's level of energy, the enthusiasm you have and the motivation you experience from leisure participation
- When certain work decisions, such as the location and perks of a job have been made, one's lifestyle and leisure are usually kept in mind.

1.6.3 Quality of Work Life (QWL)

Cascio (2010:24) defined QWL as the perceptions which employees have concerning the workplace. Are they safe and satisfied? Do they have a reasonable work-life balance and are they afforded the opportunity to grow and develop as human beings? In short: QWL is determined by the satisfaction of various life domains such as health and safety, personal development, self-esteem issues, actualisation, rewards and recognition, management issues, social issues and the physical workplace. Guzzo (1983:2) makes the important statement that QWL is mainly focused on being more humanistic but, in addition to this, the workplace will definitely experience a higher level of productivity. A previous study by Chan and Wyatt (2007) went further by focusing on QWL and the ways that it satisfies the basic needs of employees as identified by Maslow.

1.6.4 Quality of Life (QOL)

There have been ten International Quality of Life Conferences, hosted by the International Society for Quality of Life Studies (Anon, 2010). This is an indicator of the importance of the subject. Everybody is seeking a better Quality of Life, but few people can define precisely what this means to them in terms of the pursuit of their personal quest (Lora, 2008:3). According to Glatzer (2004:5) and Lora (2008:9), QOL is an interdisciplinary field which includes areas such as sociology, political science, economics, marketing and environmental stress. Lora (2008:13) concluded that the easiest way to describe QOL is by determining a person's overall happiness and satisfaction with life.

1.6.5 Accommodation establishments

The hospitality sector is defined by Mullins (1995:4) and Slabbert and Saayman (2003:16) as a collective term which includes accommodation establishments such as hotel groups, resort groups, motels, guest houses, B&B's, holiday parks, game reserves and lodges, and timeshare holiday accommodation as well as catering facilities such as restaurants, fast food outlets, clubs, industrial catering and all other related areas of

tourism and leisure. Kasavana and Brooks (2001:5), as well as Bayat and Ismail (2008:100), defined a hotel group as an establishment with the main focus on providing lodging facilities to people, with additional services being rendered such as food and beverage service, housekeeping, concierge, bell and door attendant service and dry cleaning. Bayat and Ismail (2008:163) developed a compact definition for a resort group by stating that it is a facility or urban area that specialises in providing recreational tourism opportunities combined with accommodation.

1.7 CHAPTER CLASSIFICATION

This study is composed of five chapters. The following section includes a brief description of what will be covered within each chapter.

Chapter 1 includes the introduction, the problem statement, the aims, various objectives, and the method of research. Certain key concepts are defined. In this chapter, an overview of QWL will be presented with a specific focus on FOE. This chapter will also define the research problem.

Chapter 2 will be a literature review with the aim of providing greater clarification of each key concept. This literature analysis will also provide an overview of the hospitality accommodation industry in South Africa and the challenges faced by FOE in this industry. The chapter will also explain the importance of undertaking this study to determine the overall QWL and leisure experience of FOE in South Africa.

Chapter 3 will consist of Article 1. This article will be a comparative study of the two different types of accommodation establishments and the types of QWL experienced by FOE within each. The comparative study will determine whether all FOE experience the same type of QWL or whether it differs between accommodation establishments.

Chapter 4 contains Article 2. In this article, specific attention will be given to leisure and its effect on the various life domains of the QWL of the FOE. The satisfaction or

dissatisfaction of these life domains inevitably spills over into the overall QWL and QOL domains of the employee.

Chapter 5 is the final chapter of this study and will contain conclusions drawn from the discussions of the preceding chapters. Recommendations will be made to assist HR (Human Resource) managers in improving employees' QWL. Limitations will be mentioned, and suggestions made for further research.

Chapter 2

Literature Study

“The most important asset our company has, is our people”

Bagby (as cited by Ballou & Godwin, 2007:42)

2.1 INTRODUCTION

Walmsley (2008:245) described the current situation in the workforce as follows: “We are overworked, stressed out, debt-ridden, and disaffected. We have less time for our families than we feel we should have; we take less pleasure from our entertainments and consumptions than we expected to take...”. Martel and Dupuis (2006:333) added that our work nowadays plays a greater role in our lives. The current situation is that work determines our schedule for the day. It contributes to our social identity and even has an impact on the decision as to whether or not we will one day have a family. This demonstrates that an individual has a relationship with his/her work. Martel and Dupuis (2006:334) point out that this relationship is known as Quality of Work Life (hereafter referred to as QWL) and that it can be experienced as either a positive, negative or neutral relationship.

Wong and Lin (2007:726), and Lewis (2003:347) made the statement that increasingly more employees in the hospitality industry are being confronted with rising work stress levels. High levels of work-to-leisure conflict are also being experienced. A career in hospitality is very labour-intensive and frontline personnel, specifically, have to face huge demands daily (Wong & Lin, 2007:726; Lewis, 2004:347). A known fact concerning the hospitality industry is that while guests are enjoying their leisure time, touring, shopping and relaxing, employees in the hospitality industry are on the backline, working hard and ensuring that guests are enjoying their leisure time (Wong & Lin, 2007:726). This work, done by the service providers is known for its antisocial working hours. This type of work takes up a huge amount of employees’ time and energy, which leaves them with less time and energy for their families and less opportunity to participate in their own leisure activities. Management has now reached a point where they recognise that a productive workforce is becoming an increasingly

important factor for a business to attain a sustainable competitive advantage (Gilette, 2008:28). This chapter will aim to analyse literature covering research done on both Quality of Work Life and Leisure.

Huang, Lawler and Lei (2007:736) concluded that, after many years of economic development and income growth, compensation and benefits are not the only goals that employees wish to pursue nowadays. This change in values indicates that employees are looking for something more in the workplace – a good QWL and Quality of Life (hereafter referred to as QOL). QWL can be defined as one's overall satisfaction with the situation at the workplace, while QOL covers the broader spectrum of one's overall life satisfaction. Satisfaction with both these areas is determined by satisfaction with various life domains such as leisure, family life, health and safety, self-esteem and self-actualisation. Satisfaction with these life domains then spills over and leads to an overall QWL or QOL. Beyond their income, employees expect to gain certain benefits from their jobs such as challenge, achievement, career development and growth, a balance between work and family life, satisfied leisure time, a harmonious organisational climate, and a supportive managerial style (Huang, Lawler & Lei, 2007:736).

Because hospitality employees experience so much work-to-leisure conflict, managers should look at improving work characteristics (Wong & Lin, 2007:726). If these characteristics are considered, it will benefit the employee and the business as well as the customer base (Curtis & Upchurch, 2008:137). An example of these benefits is that if companies offer better benefits and a supportive working environment, they will then start experiencing the benefits that flow from hiring and retaining valuable, knowledgeable and skilled employees (May, Lau & Johnson, 1999:3). Kotzé (2005:97) stated that it is an ethical obligation of management to be cognisant of the QWL of their employees and, added to this, they will also receive a better return on investment if they pay attention to their labour force.

During the literature review it became clear that QWL and Leisure are both still unknown and ambiguous terrains in the working environment, especially in the hospitality

industry. It became evident that quality research done on these topics is largely lacking, and, while management is not informed about what is happening to their employees in the workplace, their establishments' image, overall productivity and profitability will suffer a great deal of damage.

As Figure 2.1 illustrates, this research will focus on Front Office Employees (hereafter referred to as FOE) in selected accommodation establishments. This research is twofold, since the answer to the question as to whether Front Office Employees in the accommodation establishments are experiencing a satisfactory QWL with specific reference to various life domains will firstly be determined. In addition to this, FOE *Leisure* and its impact on the various life domains and the overall QWL experienced will be examined.

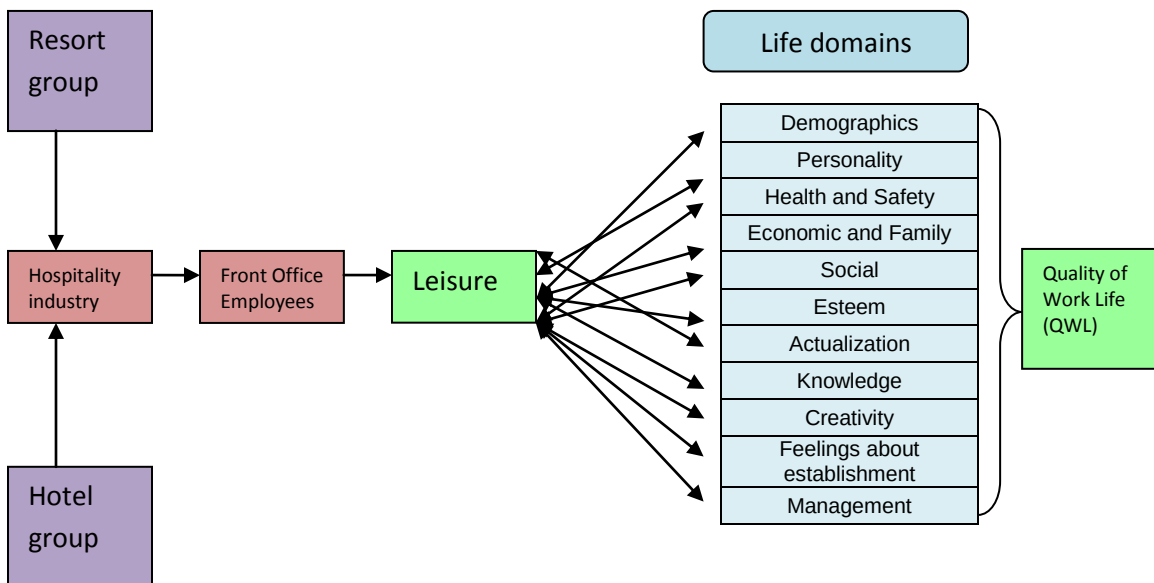


Figure 2.1: Quality of Work Life and Leisure of Front Office Employees of accommodation establishments

With the aim of this study in mind, all the aspects depicted in Figure 2.1 will be discussed and defined for greater clarity in terms of what the research will cover and what literature covering the various topics already exists.

2.2 QUALITY OF WORK LIFE

According to Hian and Eisten (as cited by May, Lau & Johnson, 1999:4), the term QWL was first introduced in the 1960s. An International Labour Relations Conference in 1972 sparked a revolution in the workplace in terms of taking better care of one's employees (Rose, Beh, Uli & Idris, 2006:61). Kotzé (2004:38) noted the fact that, in the past, a business with a QWL environment was considered as an environment that merely fulfilled employees' economic needs. Nowadays, employees have higher expectations of their employers in the sense that they wish to experience self-expression, personal growth and self-fulfilment. Employers now have to consider the human dimensions of their businesses and thus focus on the quality of the relationship between the employer, the working environment and employee. Eiger (1989:3) even suggested this as a way of ensuring positive labour relations within the workplace.

The definition of QWL compiled by May *et al.* (1999:4) refers to "favourable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security and growth opportunities." Rose *et al.* (2006:61) defined QWL as a philosophy which holds that employees are the most valuable resources within an organisation. They are trustworthy and responsible, and they can make a valuable contribution to the organisation and should be treated with dignity and respect. Kotzé (2004:38) adds that QWL is also referred to as employee well-being or work wellness within South Africa.

An extensive list has been compiled by Lippit (1978:6), Huang *et al.* (2007:739), May *et al.* (1999:4), Mirvis and Lawler (1984:199), Rose *et al.* (2006:62), Rethinam and Ismail (2008:59) and Gilette (2008:28) of the different conditions in the workplace which lead to a good QWL. These are:

- Adequacy in compensation. This means that employees have to earn sufficient income to maintain a socially acceptable standard of living.

- Working in safe and healthy working conditions. This will include working reasonable hours in a standardised work week, where overtime is paid for and where the conditions are such that they minimise the risk of illness or injury.
- Having the immediate opportunity to use and develop human capabilities. This will include experiencing autonomy in the workplace, having the organisation require multiple skills from the individual, receiving feedback on work done as well as planning and implementing activities.
- Having the opportunity for continued growth and security. To achieve this, the company will aim to always expand their employees' capabilities, giving them the opportunities to use their new skills and abilities, having advancement opportunities, and feeling safe in the workplace.
- Experiencing social integration in the workplace. This would include having relationships in the workplace that are free from prejudice, experiencing egalitarianism, mobility, interpersonal openness and a supportive working group working together as a whole community.
- Work and a total life space, also better known as a work-life balance. This means that work activities do not take up leisure and family time on a regular basis. It will also mean that your employment does not expect you to move to various geographical locations.
- Feeling appreciated at work for performing meaningful work and that one's work matters.
- Experiencing job security and that one's employment is secure for a certain set time.
- Employees being rewarded through a better reward system that ensures equality across the workforce.
- Employees being part of participative groups taking part in making important decisions that will affect the organisation.
- Having a job that is enriching and which gives employees responsibility in what they are doing.

- Working with supervisors and management who care, motivate, give guidance and are supportive.

Huang *et al.* (2007:747) confirmed these criteria by mentioning what they call 'factors of QWL'. These factors include creative and meaningful job characteristics, compensation and benefits, work/life balance and supervisory behaviour. Two basic objectives of an effective QWL programme need to be borne in mind. Firstly, it should improve the overall working conditions of the employees and, secondly, it should lead to greater organisational effectiveness from the viewpoints of the employers (May *et al.*, 1999:4; Kotzé, 2004:38). They add that this programme can foster a win-win situation. This means that both parties fulfil their economic, social and psychological responsibilities towards each other (Mirvis & Lawler, 1984:199). With an effective QWL programme, both parties can experience advantages. Lewis, Brazil, Krueger, Lohfeld and Tjam (2001:ix) concluded in their research that it is not only extrinsic rewards (salaries, tangible benefits, supervisor support and safety and hygiene of the workplace) but also intrinsic rewards such as traits which are specific to the work done, the task content, skill levels, co-worker support, teamwork communication, role clarity, organisational relations, autonomy and challenge.

According to May *et al.* (1999:3), a good QWL can be seen as a human resource development initiative with the goals of improving overall business performance. Skrovan (1983:xiii), Kotzé (2005:96) and Curtis and Upchurch (1978:6) stated that even though QWL is a very broad field, it has certain underlying value beliefs that shape the overall QWL movement. These values are:

- Employees should be treated with dignity and respect, which they deserve as human beings in any situation.
- Employees should be supported in what they do and in what they are trying to create.
- Employees have the need to learn and grow within and with the organisation and should be afforded this opportunity.

- Employees wish to understand how their organisation functions and how their efforts contribute to the whole.
- People also tend to act more responsibly when they are treated as adults.

According to Lippitt (1978:6), QWL refers to the degree to which one's work provides the opportunity for an individual to satisfy a wide variety of personal needs. These needs include:

- Surviving each day with security.
- Interacting with other people.
- Experiencing a sense of personal usefulness.
- Being recognised for achievements.
- Having been afforded the opportunity to improve skills and knowledge.

After an extensive literature research, Martel and Dupuis (2006:362) commented that the term QWL is ambiguous. They attempted to formulate a definition from the literature that sees QWL from a viewpoint that differs from that of the previous literature. This viewpoint is that QWL comprises four segments. These are:

- *The nature of the job.* This covers the complexity of the employee's duties, fulfilling these duties, and autonomy.
- *The physical segment.* This relates to how safe employees feel at the workplace, including the temperature and humidity at the workplace.
- *The psychosocial segment.* This deals with the social and emotional support received and the respect experienced from fellow employees
- *The organisational segment.* This relates to the amount of training and promotion opportunities offered to employees.

Lippitt (1978:4) made the following statement concerning QWL as early as 1978: "Unless organisations... renew their functioning and provide quality in work life, we will find ourselves in the 1980s in a state of organisational pathology that may threaten the very essence of our way of life." Managers should be asking themselves the following

question (Curtis & Upchurch, 1978:5): how do we create conditions in the workplace that will mobilise human effort to achieve organisational objectives, while at the same time making work sufficiently meaningful and rewarding and able to deliver personal satisfaction to the employees?

The link can now clearly be made between *Leisure* and QWL in the following way. *Leisure* leads to overall physical, emotional and spiritual well-being (Heintzman, 2002:147). In addition to this, *Leisure* has been identified as one of the important life domains which eventually determine QWL and QOL (Lloyd & Auld, 2002:43). Therefore it can be agreed that a strong link exists between *Leisure* and overall QWL. Taking this further, it has also been shown that a good QWL adds to a good overall QOL (Chan & Wyatt, 2007:507). It then also becomes evident that *Leisure* ultimately has an impact on QOL. This finding is supported by Fave and Massimini (2003:325) and Sirgy *et al.* (2001:249) who state that the quality of one's experience at work, together with satisfaction in various life domains, including *Leisure*, is related to one's life satisfaction.

The studies completed by Katz, Kochan and Weber (1985:511) and by Cascio (2010:39) confirmed the belief that an increased QWL has a positive effect on the overall running of an accommodation establishment, especially when viewed from an economic performance, productivity and organisational effectiveness perspective.

To experience a positive QWL, various life domains need to be satisfied within the workplace. These life domains include (Cohen, Kinnevy & Dichter, 2007:474; Chan & Wyatt, 2007:507):

- The working environment
- Organisational support
- Performance and satisfaction
- Community relations

People would typically wish to experience their workplace as a 'fun' place to work at (Curtis & Upchurch, 2008:131). Certain workplace factors would lead to overall positive benefits to the business. These factors would include:

- Humour (jokes, emails and funny messages from management)
- Opportunities for personal development (exercise or craft classes which are not work related)
- Public celebrations of professional achievements (award banquets, celebrated employees)
- Entertainment (music skits)
- Games (company athletic teams, bingo)
- Fun social events (parties and picnics)
- Recognition of personal milestones (birthdays, anniversaries of employment)
- Opportunities to engage in community volunteerism (community service)
- Stress release activities (casual dress day, massages)
- Friendly competitions among employees (sales contests, attendance awards)

Huang *et al.* (2007:737) defined QWL as the favourable conditions and environments of work and life aspects which include family/work life balance, self-actualisation, compensation and the behaviour of supervisors. All of these life domains need to be fulfilled to experience a positive QWL. Based on this, one can gather that QWL is a comprehensive construct that includes an employee's job-related well-being to the extent that work experiences are rewarding and fulfilling and also devoid of any stress or negative personal consequences (Rose *et al.*, 2006:61).

2.3 LIFE DOMAINS

Neal, Sirgy and Uysal (1999:155) mentioned that life satisfaction is influenced by the evaluation of one's individual life domains. The greater one's satisfaction with life domains such as personal health, work, family and leisure, the greater one's satisfaction with one's QOL in general. According to Kotzé (2005:106), life domains are organised hierarchically in the individual's mind. At the top, and therefore of greatest importance,

is the superordinate life domain, overall life. Satisfaction with this life domain reflects a QOL better known as life satisfaction, personal happiness or subjective well-being. Subordinate to this superordinate life domain, are all of the major life domains such as family, job, leisure, social life, financial life and community (Kotzé, 2005:107; Neal *et al.*, 1999:155).

Satisfaction/dissatisfaction with one of these major life domains normally then 'spills over' to the superordinate domain, affecting the overall QOL and life satisfaction. (Neal *et al.*, 1999:155). QWL is not the same as job satisfaction. Job satisfaction is only one of the factors of QWL (Kotzé, 2005:107). QWL does not only affect job satisfaction, but also the satisfaction in all other life domains. QWL goes beyond job satisfaction and also covers the effect of the workplace on satisfaction in the non-work domains of life satisfaction and even personal happiness and subjective well-being. For this reason it will be noticed that the questionnaire determining QWL is based on ten life domains then leading to the QWL experienced. The ten life domains include *Health and safety issues, Economic and family issues, Social issues, Esteem issues, Actualisation issues, Knowledge issues, Creativity and aesthetic issues, Feelings concerning the establishment and Management* and lastly *Leisure issues*.

Prizmić and Burušić (2009:272) and Kotzé (2005:109) stated that when people experience a work-family imbalance, it will lead to a decreased QOL. Kotzé (2005:97) agrees with this statement by pointing out that, although life consists of various domains within which the individual operates, adults spend the majority of their time in the workplace. For this reason a positive QWL is one of the major components contributing to employees' general QOL (Mirvis & Lawler, 1984:200; Kotzé, 2004:38). Kotzé (2005:109) continues by mentioning that a work-family balance enhances QWL as the involvement in various roles protects and buffers an employee from the effects of negative experiences in any role. Apart from this, a good work-family balance leads to overall well-being (Kotzé, 2005:109).

Various models have been developed with the aim of describing and explaining the relationship between work, leisure and the other life domains. Martel and Dupuis

(2006:344) described these models as a way of displaying the relationship between QOL and QWL. These models include the following:

- *The instrumental model*: Some activities in certain life domains facilitate the success in other life domains (Wong & Lin, 2007:726). It becomes evident that when people feel satisfied with their leisure, they are more satisfied at work (Snir & Harpaz, 2002:197)
- Silverstein and Parker (2002:529), Pearson (2008:57) and Snir and Harpaz (2002:178) mentioned *the compensation model*: People try to compensate for deficits in other areas of their life by engaging in purposeful and meaningful leisure activities
- *The spillover model* (Snir & Harpaz, 2002:178): The nature of one's work and the positive and negative experiences at work will spill over into other non-work life domains and have an impact on them
- *The segmentation model* (Snir & Harpaz, 2002:178): There is no link between one's work and other non-work life domains
- *The transfer model* (Martel & Dupuis, 2006:344): The experience of, for instance, job satisfaction would have an effect on all other areas of life and vice versa
- *The accommodation model* presents the fact that individuals would voluntarily reduce their investment in one sphere of activity to better respond to other demands in life (Martel & Dupuis, 2006:344)

Various theories on leisure and its impact on spiritual well-being include (Heintzman, 2002:147):

- Leisure leads to personal growth and overall spiritual well-being
- Leisure is a way of keeping one's idle hands busy and being productive
- Leisure is a coping and buffering instrument with specific reference to stress
- The experience of leisure affirms one's identity

Through the research completed by Silverstein and Parker (2002:529) and Coleman and Iso-Ahola (1993:111), it was found that the *life domains* that were affected by

leisure were *family life* and *overall health*. Leisure can be seen as a coping process to deal with stress (Coleman & Iso-Ahola, 1993:111). Snir and Harpaz (2002:178) came to a similar conclusion when they stated that there is a clear relationship between work, family and leisure.

2.4 LEISURE

In the twentieth century, leisure emerged as a critical part and issue in people's lives. People nowadays have an increased material standard of living, better health, increased income, higher levels of education, and a declining proportion of life that should be devoted to work. This leads to greater personal freedom and the increased potential for leisure (Hsieh *et al.*, 2004:604). Molitor (2000:425) states that the importance of leisure in one's life will continue growing to the point where he predicts that, by 2015, leisure time or free time will take up half of an individuals' lifetime activities.

Each person has his or her own idea of what leisure means, but one thing is certain: leisure is important for a person's quality of living (Torkildsen, 2005:45). Boon (2006:594) stated that leisure is becoming increasingly important in people's contemporary working lives and that it should be noted that the non-work dimensions of life are also included in the concept of an individual's career. Leisure is known to be one of the life domains and therefore determines overall QWL and QOL (Torkildsen, 2005:45; Boon, 2006:594).

The easiest and most simple description of leisure is that it brings pleasure and a positive mental state, that a person is relaxed. It gives a sense of achievement and also gives people the enjoyment of freedom to act on their instincts and desires (Horner & Swarbrooke, 2005:24; Kleiber, 2000:82; Lu & Hu, 2005:325; Coleman & Iso-Ahola, 1993:111). Kleiber (2000:82) continued that it is in contrast with idleness, boredom and effort and it is the pure comfort of just being. Major components which Lu and Hu (2005:326) and Walmsley (2008:246) found to describe leisure are functionality,

autonomy and a change from work, except of course if the employee enjoys his or her work tremendously.

Walmsley (2008:245) defined leisure in another interesting way in that it is the freedom to undertake gratifying activities, rather than the simple freedom from obligatory commitments. Klumb and Perrez (2004:67) add to this definition by stating that work is compensated for materially, because the time allocated for it now represents the proportional loss of leisure time.

Torkildsen (2005:61) identified various effects of work on leisure as follows:

- Working hours determine how much time is available for leisure
- The payment for work determines a person's earnings and his/her level of disposable income that can be used for leisure activities (Lu & Hu, 2005:326)
- Work determines a person's level of energy, their enthusiasm and the motivation experienced as a result of leisure activities
- When certain work decisions such as the location and perks of a job are made, lifestyle and leisure activities are usually borne in mind.

Torkildsen (2005:56) and Coleman and Iso-Ahola (1993:111) stated that leisure is nowadays being viewed as a way of providing well-being. According to Torkildsen (2005:56), there is an almost perfect correlation between 'satisfaction with one's leisure' and well-being. Torkildsen (2005:61) noted that one's job is supposed to add to one's overall QOL. A French novelist, Albert Camus, wrote: "Without work, all life goes rotten. But when work is soulless, life stifles and dies" (Overcoming Job Burnout:2010). The study completed by Neal *et al.* (1999:156) concluded that satisfaction with one's leisure, which is a life domain, leads to overall QOL satisfaction.

Kleiber (2000:84), Lu and Hu (2005:326), Hsieh *et al.* (2004:608), Coleman and Iso-Ahola (1993:111), Silverstein and Parker (2002:528), Heintzman (2002:147), Kotzé (2004:41) and Pearson (2008:57) identified some particular advantages of leisure activities. These include:

- Social advantages such as relatedness, bonding, intimacy, integration and an ethos of shared identity
- One can recharge and nourish oneself – mentally and physically. One experiences contemplation, contentment, serenity, calmness, and peace, combined with joyous activity, recreation and celebration. This also gives one time to recover from fatigue and helps one cope with stress
- Leisure provides the opportunity for reflecting, planning, enjoying life and gaining perspective on situations
- Productivity at the workplace, life satisfaction and overall personal development are enhanced
- Overall QOL is improved as intrinsic motivation, subjective well-being, a positive mood, mental health, educational benefits, leisure satisfaction, overall happiness, creativity and personal growth are experienced. This increased QOL is due to a combination of higher quality of both work and leisure activities
- Health is promoted by engaging in physical activities, engendering positive moods and improving fitness
- Leisure provides entertainment as a way of relieving boredom
- Leisure leads to a successful old age and QOL. Overall, it improves elderly people's resilience, their feeling of worth and having a meaningful and purposeful life.
- Leisure adds to one's spiritual well-being and psychological health. This happens when a person is experiencing leisure and he/she consciously or unconsciously has the opportunity of 'grounding' and 'working through' spiritual difficulties and 'sensitising' into the spiritual
- The combination of work and leisure also adds to overall life satisfaction

When he/she does not have enough time for leisure or to relax, an employee will typically experience conflict (Wong & Lin, 2007:726). Lewis (2003:343) adds to this that there are currently two contradictory trends in the workplace. The first is that people are experiencing an increase in the integration of work with one's personal life, which

includes leisure. Walmsley (2008:245) mentioned that people should aim to obtain a better work-life balance. The second trend, especially in the hospitality industry, is that employees are experiencing a blurred boundary between work and non-work. This is clearly visible, since stress or satisfaction in either family or working life spills over from the one to the other (Lewis, 2004:343; Snir & Harpaz, 2002:178). These occurrences all contrast with what was predicted in the past. The technological revolution has taken place, but work is still dominating people's lives since people are now working longer hours and even more intensively (Lewis, 2003:343). Lewis (2004:344) went as far as to argue that post-industrial work is becoming the new leisure. People are actually choosing to do more work because they enjoy it. The challenge is only to balance this time spent at work. Cascio (2010:57) suggested that management can assist employees in finding this balance by making use of a work-life programme. This programme is any employer-sponsored benefit or working conditions that will help employees to balance their work and non-work demands. Deery and Jago (2009:103) suggested ways by which this can be achieved, including job sharing, having different types of leave such as parental and study leave, offering childcare benefits to employees, teaching employees how to manage their time, offering employees flexibility in working hours and even affording them the opportunity to work from home.

Lu and Hu (2005:332) used the 'leisure involvement scale', to define five categories of leisure pursuits. These are:

- Hobbies such as playing instruments and painting
- Sports such as swimming and ball games
- Social activities such as clubs and chatting with friends
- Indoor activities such as watching TV and surfing the internet
- Outdoor activities such as walking, hiking and travelling

Kotzé (2004:41) views leisure differently by identifying different forms of leisure. These are:

- 'Tuning out'. Reading a novel, taking a short nap or even watching TV
- 'Tuning in'. Getting in touch with one's spiritual self by meditating or praying

- 'Toning up'. Releasing tension by taking part in sports or hobbies. This leads to physical and mental exertion

Hindrances to taking part in leisure activities have been identified as the following (Wemme & Rosvall, 2005:377 and Hsieh, Spaulding & Riney, 2004:605):

- The lack of money
- Low social support due to the lack of a supportive family or friends
- Living in high crime rate areas
- Long, unstable and inflexible working hours

Hsieh, Spaulding and Riney (2004:604) identified reasons that people take part leisure activities. These reasons are as follows:

- Social interaction
- Learning-seeking
- Psychological well-being
- Physical health
- Self-growth

Pearson (2008:61) stressed that the combination of high quality work and leisure activities undoubtedly leads to an increased QOL and QWL. Deery and Jago (2009:101) pinpointed the importance of leisure for employees in the hospitality industry by mentioning that Tourism Australia launched a campaign to encourage their employees to take annual leave. The slogan for this campaign was named "No Leave, No Life". This is supported by the research done by Neal *et al.* (1999:159) who determined that satisfaction with leisure leads to an overall life satisfaction.

2.5 THE HOSPITALITY INDUSTRY

2.5.1 Accommodation establishments in the hospitality industry

The hospitality industry in South Africa provides a wide range of accommodation options, from formal hotels to informal holiday flats, cottages, game lodges, reserves, guest houses and youth hostels (South Africa, 2009:506). Curtis and Upchurch (2008:131) commented that accommodation establishments focus on a strong service culture. These establishments normally have 24/7 service and the only factor that distinguishes one establishment from another is the type and quality of service offered to guests. Kasavana and Brooks (2001:5) as well as Bayat and Ismail (2008:100) defined a hotel group as an establishment that focuses on providing lodging facilities to people. Hotels can cater for businesspeople and the luxury market, and include family-centred establishments, international chain hotels, conference hotels, casino hotels or golf hotels (South Africa, 2009:507). Bayat and Ismail (2008:163) developed a compact definition for a resort group by stating that it is a facility or urban area that specialises in providing recreational tourism opportunities.

2.5.2.1 Front Office Employees (FOE)

Bayat and Ismail (2008:90) and Kasavana and Brooks (2001:3) state that Front Office Employees (hereafter referred to as FOE) are also known as front-line personnel. This includes reservation agents, front-desk agents, concierges, bell and door attendants and all employees who have initial contact with guests and are the main contact points with guests during their entire visit (Baum & Devine, 2005:271). According to Baum and Devine (2005:271), these employees have the main functions of greeting guests, providing them with information, processing their departure and receiving their payments. They also stated that FOE may also involve the concierge and porters together with back office staff involved with activities such as reservations and accounts. This study will focus only on FOE and, more specifically, receptionists in the Front Office.

Kasavana and Brooks (2001:3) add that the variety of talents and skills needed to satisfy guests' needs is what makes front office work so interesting and rewarding. Baum and Devine (2005:270) made the statement that FOE in the service sector need additional skills as well as technical, emotional and aesthetic contributions that are necessary for success in their jobs. In their workplace, FOE are typically exposed to emotional labour (managing their own emotions so that they are aligned with organisational goals) and emotional contagion (employees 'catch' the emotions from others and guests) (Curtis & Upchurch, 2008:132).

Keep and Mayhew (as cited by Baum, 2008:76) identified various features and characteristics of FOE. These include:

- They have a tendency to receive low wages, except in cases where there are skills shortages
- Hours worked are unsocial ones and also show family-unfriendly shift patterns
- These positions have a higher level of male domination as well as better pay for men. Equal opportunity policies are rarely applied
- There are poor or non-existent career structures
- There is a failure to adopt formalised 'good practice' models of human resource management and development
- There is a high level of employee turnover
- Employers experience difficulty in recruitment and retention

Curtis and Upchurch (2008:132) made the statement that an establishment that focuses on having a service culture should not always limit this focus on quality service to external customers. True service culture should also be practised for the companies' internal customers - the employees. Deery and Jago (2009:97) add that many tourism industry employees, especially those working in frontline positions of 24/7 operations, experience continuous difficulty in maintaining a healthy lifestyle, travel and study. It can almost be accepted that FOE have an unhealthy regime of long working hours. Baum (2008:76) identified additional factors that may add to the challenges of this type

of work. These factors include differences between the cultures and backgrounds of guests and employees, which may add additional conflict and stress in the workplace.

Among younger employees, this situation is even worse due to the unsocial hours with little flexibility, whilst employees are still expected to maintain a healthy family and personal lifestyle. Deery and Jago (2009:103) added that employees in the hospitality industry have a significantly higher risk of short-term and long-term harm due to alcohol abuse, this taking place in an effort to cope with all the demands made on them. Baum and Devine (2005:278), Cascio (2010:39) and Kuo (2007:1073) conclude this definition by stating that employees employed in the front line are a vital operational tool, because the service they deliver determines the satisfaction of the guests and the overall success of the establishment. When accommodation establishments compete with each other for business, it is the service levels provided by their employees that gives them a competitive advantage above the competition (Curtis & Upchurch, 2008:132). This also encourages repeat business from guests and ultimately increases the establishment's profitability (Baum & Devine, 2005:278). The typical characteristics that will be examined in FOE are friendliness, empathic feeling, delivering enthusiastic service and problem-solving skills (Kuo, 2007:1083). Factors identified by Deery and Jago (2009:103) that complicate FOE jobs are the unsuitable working hours, the low level of emotional support received and the number and types of customer interactions which may even be confrontational.

Bodek (2003:25) and Chan and Wyatt (2007:507) reminded us that all employees have needs that ought to be satisfied at work. Maslow's motivational theory and hierarchy of needs, as can be seen in Figure 2.2, indicates that we all have physiological (food and water), security (to be safe), social (to be part of a team), esteem (ego needs) and self-actualisation needs (to express oneself through creative ideas). These should all be met in the workplace.

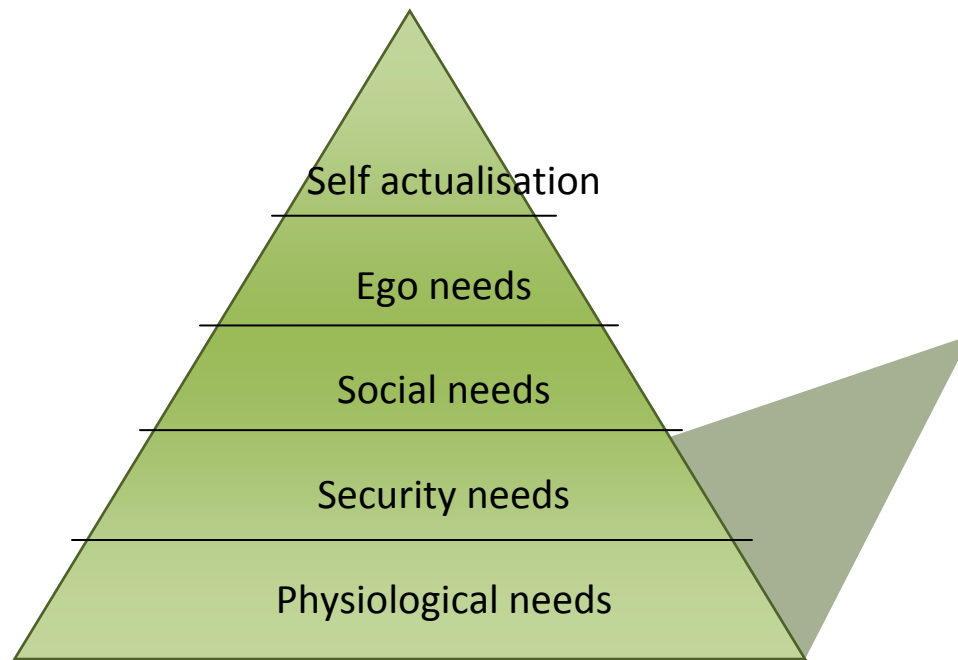


Figure 2.2: Maslow's hierarchy of needs (Bodek, 2003:25)

2.6 RECENT STUDIES DONE IN THE SAME FIELD OF QUALITY OF WORK LIFE AND LEISURE

A study completed by Wong and Lin (2007:727) made the following findings on leisure and work studies:

- Work-leisure conflict decreases employees' job and leisure satisfaction and has a further effect on global life satisfaction
- Work characteristics have a profound effect on employees' leisure

In the study completed by Lu and Hu (2005:333), leisure satisfaction was measured on the 'leisure satisfaction scale', which showed an impact on six different domains. These were the *psychological, social, physical, educational, relaxation and aesthetic domains*. The study completed by Silverstein and Parker (2002:528) and Hsieh, Spaulding and Riney (2004:606) concluded that people who increased their leisure activity participation experienced an improvement in their overall life conditions, health and QOL. The research done by Prizmić and Burušić (2009:271) established that participation in leisure leads to an increased sense of well-being and QOL for people.

Cascio (2010:58), Curtis and Upchurch (2008:132), Gillette (2008:28), Deery and Jago (2009:100), Perrons, (2003:69), Huang, Lawler and Lei (2007:735), May, Lau and Johnson (1999:4), Lewis *et al.* (2001:ix), Mirvis and Lawler (1984:199), Gilbert (2000:178) and Sledge, Miles and Copping (2008:1667) identified some workplace advantages for businesses when employees experience a work-life balance, good Leisure and a good QWL. Gilbert (2000:178) dubbed this occurrence *internal customer satisfaction*. These advantages include:

- Less absenteeism among staff
- A lower staff turnover due to a high level of organisational commitment and belonging
- Better work and career behaviours from employees, which will lead to increased performance and service to guests
- Increased employee productivity
- Higher levels of innovation
- Reduced occurrence of stress-related problems
- Increased individual and team morale.
- Employees being more engaged with, and committed to, their work
- Employees being willing to deliver more discretionary effort. This is the difference between doing just enough to get by without penalty compared to a person's maximum sustainable performance
- A good QWL can even offset wages that can then be somewhat lower than elsewhere. A company can proffer the excuse that because they offer a good QWL to employees, it is a good enough reason to pay employees lower wages than is the norm
- The company may even experience the advantage of easier recruiting and retaining staff because of the good QWL experienced by staff
- Employees who are committed to their careers and jobs are more likely to be willing to, and want to, develop their job skills and knowledge
- Improved job satisfaction experienced by staff

- The company's overall competitiveness and business performance will increase due to the high level of quality staff being retained
- Positive communication among employees
- Autonomy
- Professionalism
- Low levels of role conflict
- The promise of service potential of employees that will add value to the organisation.
- Finally, the most important advantage to be experienced will be increased profit due to a competitive advantage in the market place. This singular advantage should already attract the attention of any EXCO team.

These advantages can be seen more clearly in the model developed by Loveman (as cited by Gilbert, 2000:179). As seen in Figure 2.3, the internal employee satisfaction with the workplace, better known as QWL, ultimately leads to external customer satisfaction and loyalty and, most importantly, revenue growth.

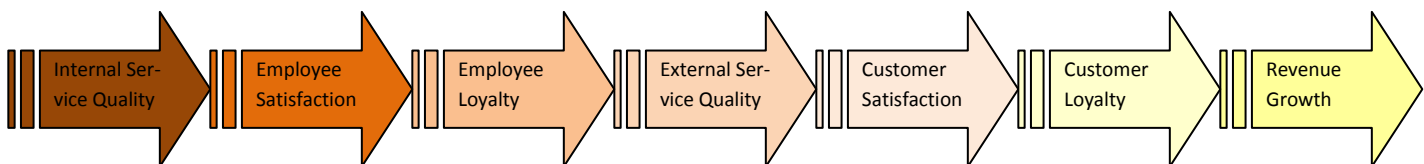


Figure 2.3: Service profit chain, Loveman (as cited by Gilbert, 2000:179)

The study completed by Deery and Jago (2009:99) focused on the QWL of employees in the hospitality industry. It was found that factors such as job stress, burnout, work-family conflict, extended working hours, time pressures, lack of flexibility, financial pressures and other characteristics of the job have a tremendous effect on their QWL. They developed a model, depicted in Figure 2.4, which describes the impact of work-family issues on hotel group managers.

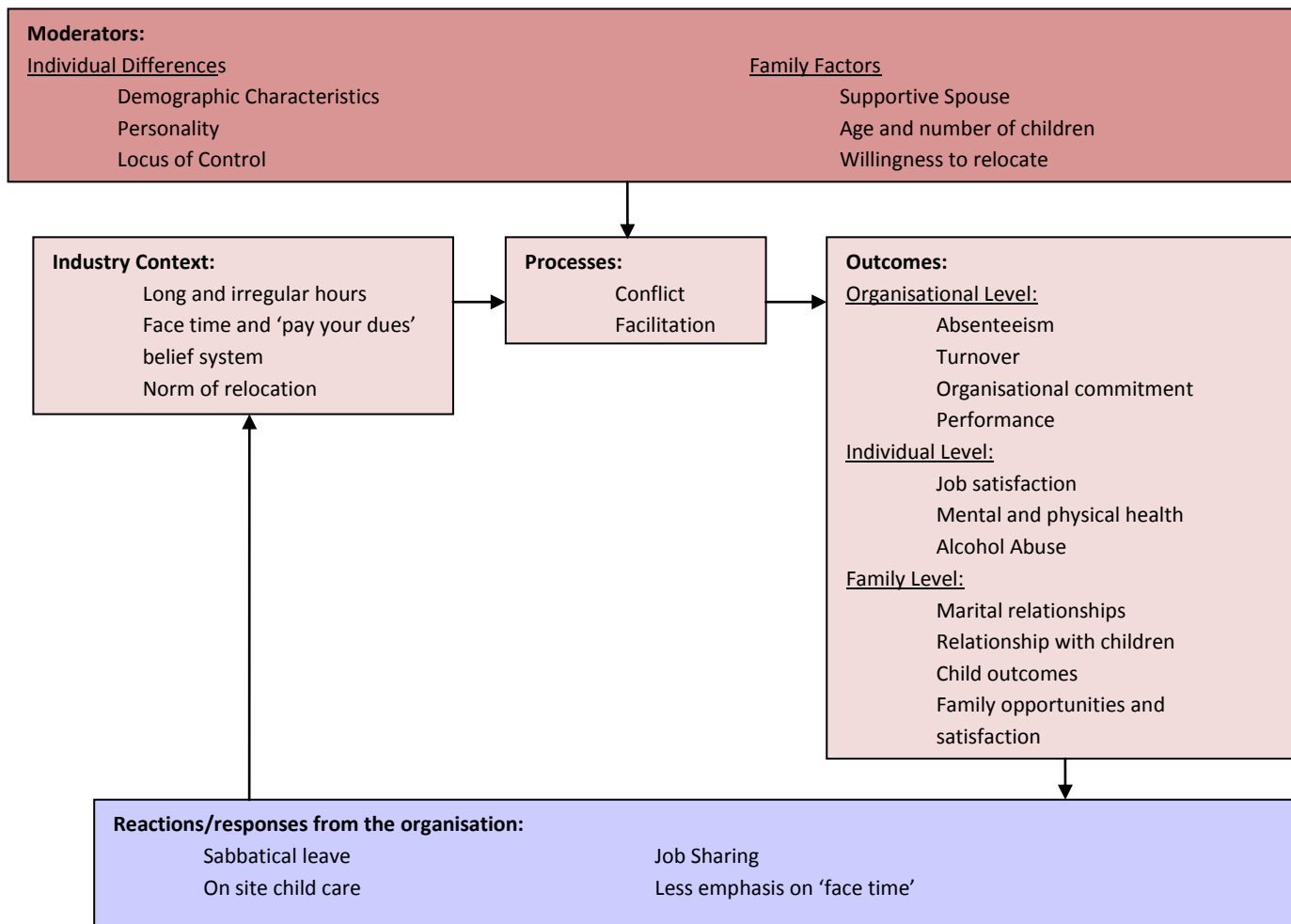


Figure 2.4: A model of the effects of work-family issues for hotel group managers as compiled by Mulvaney *et al.* (cited by Deery & Jago, 2009:102)

As can be seen in Figure 2.4, the study determined that hotel group managers have certain moderators that are determined both by their individual differences and by the family factors that they experience. These are the factors in their lives that make it possible or impossible for them to be able to work in the hospitality industry. Such factors include their personality, whether or not they have supportive spouses, and their locus of control. When the industry context is considered, various characteristics of the hospitality industry such as long and irregular working hours and regular relocation, make it difficult and challenging for these employees to work as a manager in a hotel group. A process of either conflict or facilitation can then take place, which will have

outcomes on organisational, individual and family levels. For an accommodation establishment to ensure that these work-family outcomes are not negative, certain reactions and responses from the accommodation establishment are needed. These might include sabbatical leave and job sharing, to ensure that the industry context does not become too overwhelming for the hotel group manager.

2.7 CONCLUSION

Based on the aim of this chapter, the following conclusions can be drawn. Most important is that employees in the hospitality industry have a difficult job and task to fulfil in the workplace. Various researchers indicated that the Human Resources department in accommodation establishments needs to play a stronger and more important role in easing the challenges faced by employees in the hospitality industry. For this to take place, more research is needed focusing on employees in the hospitality industry, their needs, and their experiences in the workplace (Deery & Jago, 2009:104). The service industry and, more specifically, the hospitality industry has frequent occurrences of negative experiences such as work stress, work-life imbalance, work overload and emotional labour.

For employees to be successful in their jobs and for the company to succeed, management needs to look at options for improving employees' overall QWL and also to give special attention to the employees' leisure needs. Employees in the hospitality industry are the heart of the service industry and, without them or their dedication, all money spent for marketing and research will be futile. Looking after one's employees will lead to advantages such as higher productivity, lower absenteeism and turnover, and high team morale – all factors eventually leading to a higher level of profitability in the company (Gilette, 2008:28 and Ballou & Godwin, 2007:42).

QWL consists of various life domains and these need to be the focus for improvement. As soon as an employee finds that all of these life domains, which include Leisure, have been satisfied, he/she will experience a good QWL, be more devoted to the work and eventually experience a good QOL. The list of advantages gained from experiencing

satisfying leisure is endless. These advantages include physical health, a positive mood, introspection and, lastly, but most important of all, a good QWL being experienced.

South Africans have realised the importance of making their workplace a pleasant one with circumstances that motivate and support employees. With this in mind, a new initiative was started, known as the 'Best Employers in South Africa' (Anon, 2010). This is part of an international project that does research and identifies the best companies to work for. This identification of companies is based on an employment framework that is offered to top talent. This includes pay and benefits, employees' working conditions, the development of employees' careers, training and development offered, and the overall employment experience. This initiative was started with the hope of motivating employers to take better care of their employees and eventually to experience the benefits of having employees that are on the leading edge of growing professional careers. Companies should strive to accomplish the following within their businesses (Anon, 2010):

- To be progressive employers who truly seek to build their employees' careers
- To offer some of the most comprehensive benefit packages, which will include flexible working arrangements and performance-based pay
- To have embraced diversity and social awareness in the workplace. This should motivate employees to be corporate citizens
- To offer a trusted and effervescent employment experience to all employees, and which is suited to each employee's individuality and talents
- To dedicate themselves to fast-tracking the development of all of their top performing talents. This should be done within their professional and management ranks

May, Lau and Johnson (1999:6) came to the insightful conclusion that if management wishes to develop a work force that is cohesive, loyal, dedicated and productive, a clear and nurturing policy, which focuses on QWL, should exist in the workplace.

Chapter 3

Article 1

**Quality of Work Life: A
comparative study of a resort
group and hotel group Front Office
Employees**

ABSTRACT

The purpose of this article was to determine the Quality of Work Life (QWL) experienced by Front Office Employees (FOE) at a resort group and a hotel group respectively in South Africa. A comparison was drawn between these two groups of employees to determine whether the hotel group sector or resort group sector provides more favourable QWL conditions for employees. A quantitative, self-administered survey was conducted to collect data from 292 Front Office Receptionists at a selected hotel group and resort group respectively in South Africa. A Confirmatory Factor Analysis was used, whereafter a comparison was drawn between the hotel group and the resort group FOE. The results indicated that the hotel group FOE are more satisfied with all aspects of their QWL than those of the resort group. The most significant life domains were then also highlighted. Managers should start to focus on these life domains within their companies. This type of research has not previously been conducted in the South African context and is therefore unique in that it focused on FOE of a hotel group and resort group in South Africa.

Keywords: *Quality of Work Life (QWL), Front Office Employees (FOE), Resort group, Hotel group, Accommodation establishments, Hospitality industry*

3.1 INTRODUCTION

Accommodation establishments are known for their twenty-four hour, seven days a week operations. For this to happen, employees are expected to work flexible hours, irregular working patterns, endure many confrontational interactions with guests as well as long, unsocial hours, under very stressful circumstances, all in an attempt to meet the consumer demand (Roan & Diamond, 2003:96; Andresen, Domsch & Cascorbi, 2007:714; Deery & Jago, 2009:100). Deery and Jago (2009:103) found that workers in the hospitality industry are three times more likely to drink alcohol frequently to be able to deal with the stress associated with their occupation than other industry employees.

For these reasons, it is imperative that hospitality employers pay serious attention to QWL issues in their companies, so that they can retain quality staff.

A generally known fact of about accommodation establishments is that they are labour intensive and therefore totally dependent on their employees performance (Hinkin & Tracey, 2010:168; Solnet & Hood, 2008:59). A service organisation's human resources are therefore the key to gaining a competitive advantage in the market (Solnet & Hood, 2008:59; Ballou & Godwin, 2007:42). FOE play a vital role in delivering customer satisfaction in accommodation establishments (Kuo, 2007:1073). Vansteenkiste, Neyrinck, Niemiec, Soenens, De Witte and Van Broeck (2007:252) made the statement: *"Gone are the days when employers believed that employees find work satisfaction from only extrinsic benefits such as salaries and materialistic advantages."* Employees are valuable assets in a company and therefore need to be offered more within their workplace. Nowadays, a good QWL is ensured by supplying employees with extrinsic and intrinsic job benefits such as self-actualisation and personal advancement, job satisfaction, opportunity to express creativity and learn new things, all these factors ultimately leading to a positive QWL (Vansteenkiste *et al.*, 2007:252; Huang, Lawler & Lei, 2007:736; Koonmee, Singhapakdi, Virakul & Lee, 2010:20). Huang *et al.* (2007:735) made the statement that there have been many studies covering the importance of obtaining a balance between family and work life, while only a minimal amount of research has covered the topic of QWL and job-related attitudes.

The importance of taking care of one's employees has been realised and is evident in the annual selection of the 100 Best Employers to work for in South Africa (Best Employers, 2010). The focus of this award is to identify businesses that should be recognised for the excellence of their human resource policies, practices and talent management (Best Employers, 2010). A fact that causes concern is that the 100 Best Employers list of 2010/11 included only one accommodation establishment, City Lodge Hotel Group and one gaming facility, Tsogo Sun (Best Employers, 2010; Hinkin & Tracey, 2010:159).

The South African hospitality industry is currently under severe pressure with occupancy statistics declining by 14.2% and room rates having decreased by 0.5% (Mokopanele, 2010). This is an overall decline in revenue of 14.6% (Mokopanele, 2010). Based on these statistics, this article is aimed at determining the QWL of FOE in a specific resort group and a hotel group in South Africa and whether they do, indeed, experience a good QWL.

3.2 LITERATURE REVIEW

QWL is not a new concept in the labour market, as the International Council on Quality of Working Life was established in 1972 during an International Labour Relations Conference (Roan & Diamond, 2003:94). QWL can be defined as a way of developing human resources in an establishment by way of viewing employees as internal customers (Papazolomou & Vrontis, 2006:179). Employers are motivated use a more humanistic approach and provide employees with meaningful and satisfying work and the ability to take part in making decisions that affect them (Saklani, 2004:101).

According to Kotzé (2004:38), a renewed interest has been noticed in the past few years in the field of QWL in South Africa. QWL is the degree to which work provides the opportunity for an individual to satisfy various personal needs (Lippitt, 1978:6; Sirgy, Efraty, Siegel & Lee, 2001:241, Ballou & Godwin 2007:41). These needs include survival, security and health, interaction with others, sufficient economic advantages to fulfil family obligations, a sense of personal usefulness, recognition for achievements, overall well-being and ample opportunities to improve skills and knowledge (Lippitt, 1978:6; Sirgy *et al.*, 2001:241, Ballou & Godwin 2007:41). Pizam and Holcomb (2008:228), Shamir and Salomon (1985:455) and Pizam (2008:526) add that QWL is the degree to which work time is rewarding, fulfilling or satisfying, since the majority of most adults' day is spent at their workplace, (Kotzé, 2004:38). This would typically include factors such as working conditions, contextual issues, employee well-being and work wellness, various relationships, intrinsic satisfaction and basic needs that should be satisfied (Pizam & Holcomb, 2008:228).

QWL consists of various life domain needs which should be fulfilled within the workplace to ensure satisfaction. These life domains have been grouped into the following categories according to similar studies conducted by other researchers:

- *Health and safety needs* – to be protected from ill health and injury at work (Sirgy *et al.*, 2001:266; Kotzé, 2004:38; Lippitt, 1978:6; Rethinam & Ismail, 2008:58; Edvardsson & Gustavsson, 2003:159; Martel & Dupuis, 2006:362; Koonmee *et al.*, 2010:21)
- *Economic and family needs* - to receive sufficient pay and job security to be able to provide for one's family's needs (Sirgy *et al.*, 2001:266; Lippitt, 1978:6; Shamir & Salomon, 1985:457; Huang, Lawler & Lei, 2007:741; Rethinam & Ismail, 2008:58; May, Lau & Johnson, 1999:4; Koonmee *et al.*, 2010:21; Lau, 2000:429)
- *Social needs* - collegiality at work and having time off for leisure (Sirgy *et al.*, 2001:266; Lau, 2000:429; Kotzé, 2004:39; Lippitt, 1978:6; Shamir & Salomon, 1985:456; May, Lau & Johnson, 1999:4; Edvardsson & Gustavsson, 2003:159; Martel & Dupuis, 2006:362; Koonmee *et al.*, 2010:21)
- *Esteem needs* - to be recognised and appreciated at work (Sirgy *et al.*, 2001:267; Kotzé, 2004:39; Shamir & Salomon, 1985:457; Huang *et al.*, 2007:741; Koonmee *et al.*, 2010:21)
- *Actualisation needs* - to feel that one has realised one's full potential (Sirgy *et al.*, 2001:267; Kotzé, 2004:38; Lippitt, 1978:6; Huang *et al.*, 2007:741; May *et al.*, 1999:4; Lau, 2000:429; Koonmee *et al.*, 2010:21)
- *Knowledge needs* - the need to always learn new things (Sirgy *et al.*, 2001:267; Lippitt, 1978:6; Koonmee *et al.*, 2010:21)
- *Aesthetic needs* - creativity at the workplace and in one's personal life (Sirgy *et al.*, 2001:267; Huang *et al.*, 2007:741; Koonmee *et al.*, 2010:21).

Hinkin and Tracey (2010:168) made the statement that these practices cost little money, but hold substantial benefits for the company.

Supplying employees with a good QWL can be seen as a win-win situation as both the employee and employer will gain advantages (Kotzé, 2004:38; Ballou & Godwin, 2007:42). This is evident in the Ritz-Carlton hotel group chain of 28 luxury hotel groups, which are renowned for their outstanding service. This hotel group recognises the important role their employees play in delivering a successful product (Papasolomou & Vrontis, 2006:178). Mirvis and Lawler (1984:198) stated that there is a definite rationale for establishments to undertake QWL programmes and reports. May *et al.* (1999:3) agrees that there is a definite relationship between human resource practices and maintaining business performance, leading to a win-win situation. Employers have to invest financial resources in implementing this QWL philosophy, but the positive financial results flowing from this investment will be worth the cost incurred (May *et al.*, 1999:7). This investment in human resources should be seen as value enhancing for a business (Ballou & Godwin 2007:42).

Sirgy *et al.* (2001:241) stressed that QWL is not the same as job satisfaction. QWL deals with the effect of the workplace on job satisfaction, satisfaction in non-work life domains, satisfaction with overall life, being personally happy and experiencing subjective well-being. May *et al.* (1999:4) made the statement that QWL programmes have the basic objectives of improving working conditions to employees' advantage and obtaining greater organisational effectiveness to the advantage of the employers.

Typical advantages an employer could expect from offering its employees a QWL programme include:

- Employees who are more engaged and involved in their work (Gilette, 2008:28; Ballou & Godwin, 2007:42)
- Employees who deliver more discretionary effort (Gilette, 2008:28)
- Employees who take responsibility for their work output (Saklani, 2004:104)
- Lower staff turnover and absenteeism (Gilette, 2008:28)
- Loyal employees (Lau, 2000:434; Gilette, 2008:28; Ballou & Godwin, 2007:42)
- Higher productivity (May *et al.*, 1999:4; Saklani, 2004:104; Lau, 2000:434; Gilette, 2008:28; Ballou & Godwin, 2007:42), leading to increased profitability

(May, Lau & Johnson, 1999:4; Lau, 2000:434; Gilette, 2008:28; Ballou & Godwin, 2007:42) and a global competitive advantage (May *et al.*, 1999:3; Gilette, 2008:28)

- Lower wages that will be accepted by employees due to the high QWL offered (Gilette, 2008:28)
- Leverage of hiring and retaining higher quality employees (Gilette, 2008:28; Ballou & Godwin, 2007:42; May *et al.*, 1999:3)
- Positive internal marketing (Papazolomou & Vrontis, 2006:179)
- Facilitation of Total Quality Management (Bou & Beltrán, 2006:73)
- Employees experience job satisfaction and fulfilment (Saklani, 2004:104), which ultimately leads to overall satisfaction with all other life domains (Sirgy *et al.*, 2001:241)
- Enhanced company effectiveness (Ballou & Godwin, 2007:42)
- The promotion of positive labour relations, minimizing labour actions such as trade union actions, labour unrest, strikes, and grievances being laid (Saklani, 2004:104; Eiger, 1989:3)
- Greater organisational value with the higher quality intellectual capital it retains combined with the perceived attractiveness of the company, which then leads to higher share prices, reduced stress and improved health among employees (Saklani, 2004:104; Ballou & Godwin, 2007:42).

Based on the literature review, similar research includes Roan and Diamond (2003:111), focusing on the negative QWL experienced by young employees in the hospitality industry; Weiqi (2007:17) who looked into the various QWL attributes that supply teachers with job satisfaction; Huang *et al.* (2007:735), who identified the effects of a QWL programme on employees' commitment and turnover intention. Insightful research by Edvardsson and Gustavsson (2003:149) indicated that the requirements to be met in the working environment are a key factor when new services are designed and implemented. Rethinam and Ismail (2008:58), identified factors that influence the QWL of IT professionals. Research on FOE has not been conducted in South Africa.

In the service industry, research by Lau (2000:422) focused on the effect of the QWL of employees on the quality of the service they deliver. This study was based on the service profit chain that originates in the internal service quality (QWL) offered to employees which then initiates a chain effect of employee satisfaction, retention, productivity and quality service offered to guests. This then ultimately leads to an organisation's growth and profitability as can be seen in Figure 3.1.

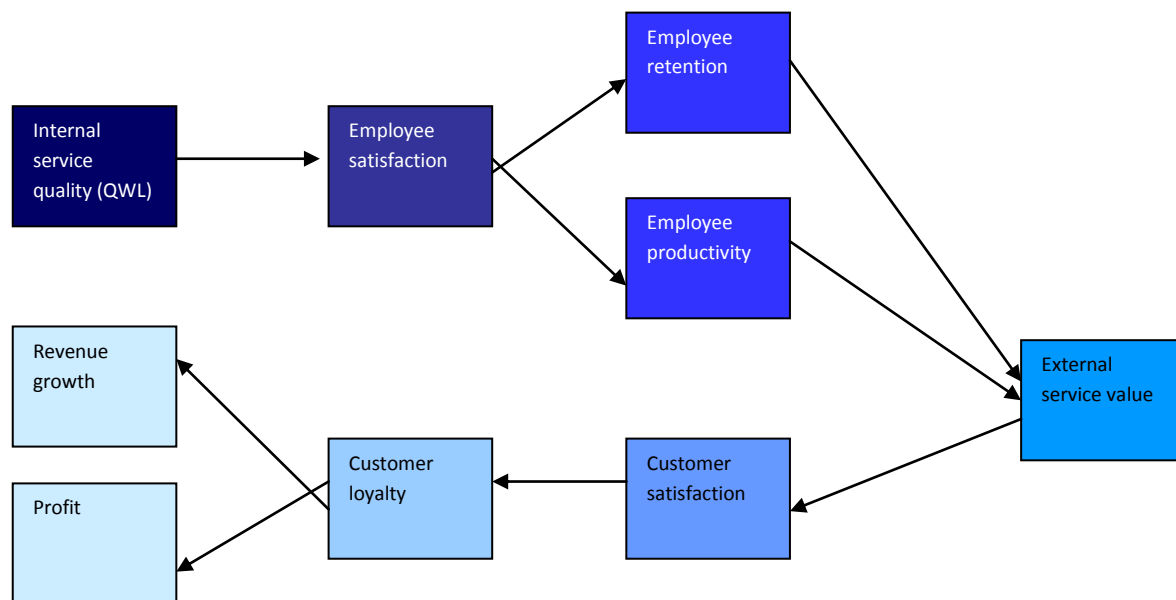


Figure 3.1: Service profit chain model (Lau, 2000:424)

It has become evident through the literature analysis that FOE in accommodation establishments play a vital role in ensuring guests' satisfaction, thereby creating a competitive advantage in the market. Managers need to realise that they should take good care of their employees in order to reap the financial benefits at the end of the day. This study will focus on QWL and its various life domains. Problem areas in terms of QWL in the accommodation establishments can then be identified.

3.3 METHOD OF RESEARCH

In this section, the research methodology will be reported. This will include the development of the questionnaire, the sampling method, and the selection of the participants.

3.3.1 Questionnaire

A quantitative research approach was used. A questionnaire was developed by the researcher and was based on the well-tested QWL measuring instrument used by Sirgy *et al.* (2001:264), Cohen, Kinnevy and Dichter (2007:475) and Huang *et al.* (2007:745). In addition to this, other studies were consulted to add to the range of questions. The questionnaire comprised 12 sections which includes *Demographic information*, *Personality information* and issues on *Health and safety*, *Economic and family*, *Social*, *Esteem*, *Actualisation*, *Knowledge*, *Creativity and aesthetic*, *Feelings concerning the establishment*, *Management* and *Leisure*. The questionnaire consisted of closed-ended questions, with one open-ended question for comments and mainly seven-point Likert scale questions with answers ranging from very true (1), slightly true (2), true (3), neither true/untrue (4), slightly untrue (5), untrue (6) and very untrue (7) (Maree & Pietersen, 2007b:167).

3.3.2 Sampling

The target population of this study are FOE of a hotel group and a resort group respectively in South Africa. A study population of FOE at a particular hotel group and a certain resort group within South Africa was decided upon and contacted for this research. Surveys on both the resort group and the hotel group were completed through correspondence. Based on the number of FOE currently employed in the resort group, 350 questionnaires were mailed to the resort group and 147 fully completed questionnaires were returned. With the hotel group, 326 questionnaires were sent out based on the number of FOE employed and 145 fully completed questionnaires were

returned. This sample is based on the number of FOE of the hotel group and resort group willing and available to complete and return the questionnaire.

Questionnaires were mailed to all the General Managers of the accommodation establishments included in this study and a due date was set for the questionnaires to be returned to the researcher. The only participants were to be FOE (receptionists and reservationists) of the accommodation establishments concerned. Primary data was captured once the respondents had completed the questionnaires. The first part of this research was completed for the resort group in 2009, with 147 questionnaires returned. The second part of the research was completed in February 2010 at the hotel group where 145 questionnaires were returned.

For these population sizes, the sample sizes are large enough to be representative of the population, based on the work of Cooper and Emory (1995:207):

Resort group $350 \text{ FOE} \times 0.384 = 134$ respondents needed for it to be a valid sample. 147 fully completed questionnaires were returned

Hotel group $326 \text{ FOE} \times 0.384 = 125$ respondents needed for it to be a valid sample. 145 fully completed questionnaires were returned

3.4 DATA CAPTURING AND STATISTICAL ANALYSIS

The data captured was programmed into SPSS version 17.0 (SPSS Inc:2009) - a statistical software programme.

Prior to conducting any statistical analysis, it was necessary to determine whether the questions for the various life domains really represented latent underlying constructs. To determine this, a Confirmatory Factor Analysis was conducted. Through this factor analysis, it was established whether the various questions did indeed represent the specific life domains which, at the end of the day, have to represent an overall QWL. Pallant (2007:110) states that one wants dependable, consistent, stable, trustworthy, predictable and faithful factors. For a factor analysis to be reliable, the Bartlett's test of

Sphericity should be significant ($p < 0.05$), indicating that correlations between items are sufficiently large and the KMO (Kaiser-Meyer-Olkin) index (Pallant, 2007:174) has to have a minimum value of 0.6, indicating sampling adequacy (Tabachnick & Fidell, 2001 as cited by Pallant, 2007:174). The higher the value, the greater the reliability of the scale (Pallant, 2007:6). A minimum level of 0.7 is recommended despite the nature and the purpose of the scale (Pallant, 2007:6). Values between 0.5 and 0.7 are average. Values between 0.7 to 0.8 are good, whilst values between 0.8 and 0.9 are great. Reliability of the constructs is also determined by looking at the average inter-item correlation which should fall between 0.15 and 0.50 (Briggs & Cheek, 1986, as cited by Clark & Watson, 1995:317).

Certain questions were reversed. These questions were asked negatively and therefore will be reversed so that the responses across the entire questionnaire will be the same. Pallant (2005:78) calls this reversing of negatively-worded items 'manipulation of data'. Negative wording is normally put in questionnaires to prevent response bias (Pallant, 2005:78). As each factor was then confirmed to be reliable and valid, it was allocated a description to make the factors easier to identify.

3.5 RESULTS

Table 3.1: Profile of the population

	Gender		Missing values	Highest level of education		Age	Personality
	<i>Male</i>	<i>Female</i>		<i>Matric</i>	<i>Hospitality Diploma</i>	<i>25-29 years</i>	<i>Sociable</i>
Resort group	27.2%	65.3%	7.5%	23.1%	11.6%	16.3%	25.9%
Hotel group	34.5%	64.8%	0.7%	27.6%	31.0%	26.1%	44.1%

The demographics of the population group can be briefly described as shown in Table 3.1, which only displays the most important values:

In the hotel group, 34.5% of the respondents were male and 64.8% female, whilst in the resort group 27.2% were male and 65.3% female. Clearly there is a similarity in the composition of gender in the population group. The category of highest level of education in the hotel group that has the highest frequency is a hospitality diploma, with 31.0% of the population having this qualification. The highest level of education achieved by the majority of the resort group is matric, which is 23.1% of the resort group population. This clearly indicates that the hotel group is able to attract employees with higher skills, knowledge and expertise than the resort group. Both the hotel group and the resort group have the majority of employees in the age group between 25 and 29 years of age. For the resort group, 16.3% of the population fall within this age group compared to 26.1% of the hotel group population. Both populations revealed that the most common personality type is a sociable personality with 25.9% of resort group employees presenting this personality and 44.1% of the hotel group.

The following section will determine the reliability of each factor of the various life domains.

Table 3.2: Confirmatory Factor Analysis on Quality of Work Life domains

Factor	Life Domain	Bartlett's test p-value	KMO	Number of factors	Total % variance explained (%)	Maximum Communalities	Minimum Communalities
1	Health and safety Issues	<0.0001	0.68	3	64.87	0.78	0.46
2	Economic and family Issues	<0.0001	0.88	2	63.52	0.95	0.40
3	Social issues	<0.0001	0.84	3	58.17	0.71	0.46
4	Esteem issues	<0.0001	0.73	2	54.75	0.76	0.24
5	Actualisation issues	<0.0001	0.83	2	71.66	0.81	0.68
6	Knowledge issues	<0.0001	0.83	2	70.21	0.79	0.59
7	Creativity and aesthetic issues	<0.0001	0.78	1	66.60	0.80	0.73

8	Feelings about the establishment	<0.0001	0.80	3	58.43	0.74	0.42
9	Management	<0.0001	0.80	2	54.53	0.78	0.23

In Table 3.2 can it be seen that all nine life domains are confirmed to be reliable with the Bartlett's test Sphericity < 0.05 and all of the KMO values ≥ 0.7 , except for *Health and safety* issues which is 0.68. This table also shows the number of factors in each of the life domains as well as the total percentage of variance that is explained. All of these percentages are higher than 50%.

Table 3.3: Factor loadings of various Quality of Work Life factors

	Factor & Items	Factor Loading	Mean	Cronbach's alpha	Average Inter-Item Correlation
1.	<i>Health and Safety Issues</i>				
1.1	<i>Physical health & safety</i>		2.78	0.78	0.46
	Safe and sanitary workplace	0.79			
	Physically and emotionally feel good	0.84			
	Job is too stressful	0.48			
	Get time off for health problems	0.84			
1.2	<i>Psychological Health and Safety</i>		2.05	0.52	0.35
	Stay healthy and fit	0.78			
	Mood at work	0.81			
1.3			N/A*	0.31	0.19
	Safety not at risk with the large amount of money worked with	0.91			
	Disability friendly workplace	0.56			
2.	<i>Economic and Family issues</i>		3.47	0.90	0.53
	Reasonable salary	0.71			
	Flexibility at the workplace	0.63			

	Supervisor cares about economic well-being	0.76			
	History of treating employees like family	0.82			
	Company really cares	0.87			
	Able to manage job and family	0.80			
	Get time off for family problems	0.63			
	Would recommend this company	0.83			
3.	Social Issues				
3.1	Working relations		2.97	0.84	0.47
	Management cares	0.59			
	Would like some teambuilding activities	0.66			
	GM makes an effort in having a relationship with employees	0.70			
	A positive feeling among co-workers	0.78			
	Good communication in workplace	0.80			
	Co-operation is good	0.80			
3.2	Social life		2.46	0.70	0.54
	I have good friends at work	0.75			
	Good relationship with my co-workers	0.63			
3.3	Work arrangements		3.25	0.60	0.33
	I have flexible hours	0.72			
	Manager cares that I have a life outside of work	0.64			
	I have to be part of various teams/committees	0.53			
4.	Esteem Issues				
4.1	Feeling good at work		3.18	0.78	0.38
	I feel appreciated at work	0.80			
	Get rewarded based on performance	0.84			
	Job calls for skills I have	0.48			
	Supervisor appreciates the work I do	0.71			
	Supervisor does anything so that I get acknowledged	0.79			
	Feel good in latest uniform provided	0.48			

4.2	<i>My work at the workplace</i>		1.75	0.67	0.40
	I am productive	0.75			
	I offer a great contribution	0.88			
	Helping is a personal achievement for me	0.62			
5.	Actualisation Issues				
5.1	<i>Personal potential</i>		3.15	0.89	0.63
	Supervisor helps me realise my potential	0.81			
	Can exercise my talents	0.69			
	Supervisor cares about who I want to become	0.90			
	Can take on increasing challenging tasks	0.79			
	Opportunity to give fresh new ideas	0.88			
5.2	<i>Life potential</i>		2.40	0.65	0.48
	Job allows me to realize my full potential	0.85			
	I lead a meaningful life	0.84			
6.	Knowledge issues				
6.1	<i>Learning opportunities</i>		3.02	0.90	0.65
	Company learns employees needed skills	0.86			
	Supervisor provides learning opportunities	0.86			
	Educational programme at workplace	0.90			
	I can sharpen my professional skills	0.79			
	Company educates employees	0.83			
6.2			N/A	0.38	0.26
	I need to learn new things	0.82			
	Would make use of study loans if it was available	0.76			
7.	<i>Creativity and Aesthetics</i>		3.12	0.83	0.55
	Company encourages creativity	0.82			
	Design of work facilities is beautiful	0.68			
	Culture of work encourages creativity	0.89			
	Supervisor thinks highly of creative people	0.86			

8.	Feelings about the establishment				
8.1	<i>Positive feelings about establishment</i>		2.73	0.85	0.48
	I talk up this establishment to my friends as a great organisation	0.80			
	Will accept any assignment to keep working at this establishment	0.60			
	Values are similar to establishment values	0.84			
	Establishment inspires me	0.83			
	Truly care about fate of establishment	0.54			
	Believe this is the best establishment to work for	0.74			
8.2	<i>Negative feelings about the establishment</i>		3.87	0.71	0.38
	Little loyalty towards this establishment	0.72			
	Could just as well be working for another establishment	0.71			
	A lot of unnecessary pressure	0.75			
	Nothing gained by staying with this company	0.74			
8.3			N/A	0.36	0.27
	Willing to put in a great deal of effort	0.86			
	Mood in mornings is positive	0.60			
9.	Management				
9.1	<i>Feelings about management</i>		2.78	0.82	0.53
	We have a capable manager	0.79			
	Set standards are necessary and good	0.84			
	Discipline is being applied fairly	0.81			
	Fully aware of all work procedures	0.76			
9.2			N/A	0.35	0.21
	There is enough employees to do work	0.89			
	There is always enough work to do	0.55			

Table 3.3 provides the factor loadings and mean values of the various life domains. In the event that the factor loading was not high enough, for example with *Psychological*

health and safety (point 1.2), then the Average Inter-Item Correlation will be looked at which should be between 0.15 and 0.50. With this factor, the value of 0.35 is quite high for only two items being measured. For this reason it can be accepted that these constructs are reliable. Considering point 1.3, it is evident that these two items do not form a reliable factor. The reason for this is that the Cronbach Alpha is too small at 0.31 as is the Average Inter-Item Correlation at 0.19. Because of this, these two items cannot be used as one factor. Instead, they will be used as separate items. Hence the mean score is not calculated.

For point 3.2, the factor initially was not reliable, since the Cronbach Alpha was only 0.59 whilst it should be ≥ 0.7 , although the Average Inter-Item Correlation is at an acceptable level. When looking at the Cronbach Alpha, it was noticed that when the statement *People seem to enjoy life outside of work* is removed from the factor, its reliability increases to 0.70. For this reason, the researcher removed the relevant question from the factor and the results are shown in 3.2.

For point 8.2, it is confirmed that this factor is reliable, with the Cronbach Alpha at 0.71 and the Average Inter-Item Correlation at 0.38. What must be noted concerning this factor is that all four of these questions are negative questions and were therefore reversed (¹). From here on these questions will remain in their reversed orders to ensure consistent results. The validity of these reliable factors can now be confirmed, since all of these identified factors make theoretical sense. The researcher can therefore conclude that the various factors for QWL are both reliable and valid. From all of these statistical analyses, valid and reliable factors have now been determined which establishes the QWL experienced by FOE. These factors of QWL will now be used to prepare some comparative statistics between the FOE of the hotel group and the resort group.

The mean values for the various life domains were also determined. The following questions were answered the most negatively by the hotel group and resort group FOE. The highest rating (negative response) was for the question *Negative feelings about the*

establishment with a mean value of 3.87. It must be noted that this is a negative question which was answered negatively and is therefore a positive response.

Questions having a negative mean value were *Economic and family issues* (3.47), *Work arrangements* (3.25), *Personal potential* (3.15), *Feeling good at work* (3.18) and *Creativity and aesthetic issues* (3.12). Looking at the mean values, is it clear that the answers in these life domains were not extremely negative, but these are the life domains with the most negative responses and therefore areas that can be looked into by human resource managers.

Table 3.4: Comparative statistics of hotel group and resort group Front Office Employees

	Constructs	Mean		Standard Deviation		T-test		
		Resort group	Hotel group	Resort group	Hotel group	t-value	p-value	d-value
1	Physical health and safety	3.10	2.45	1.47	1.03	4.37	<0.0001	0.44
2	Psychological health and safety	2.13	1.96	1.10	0.88	1.47	0.143	0.16
3	Disability friendly workplace	2.35	1.87	1.92	1.36	2.44	0.015	0.25
4	Safety is not at risk with large amount of money worked with	3.50	2.77	1.99	1.83	3.19	0.002	0.37
5	Economic and family issues	3.92	3.00	1.59	1.96	5.54	<0.0001	0.58
6	Working hours/shifts are too long	4.87	4.26	2.00	1.99	2.57	0.011	0.30
7	Working relations	3.37	2.56	1.44	1.13	5.34	<0.0001	-.57
8	Social life	2.65	2.26	1.52	1.04	2.53	0.012	0.25
9	People at work seem to enjoy life outside of work	2.72	2.41	1.70	1.48	1.64	0.102	0.18
10	Work arrangements	3.49	3.00	1.48	1.30	2.99	0.003	0.33
11	Feeling good at work	3.44	2.92	1.32	1.26	3.40	0.001	0.39

12	My work at the workplace	1.81	1.68	0.79	0.61	1.57	0.118	0.17
13	Personal potential	3.59	2.71	1.67	1.31	4.94	<0.0001	0.52
14	Life potential	2.64	2.16	1.50	1.08	3.12	0.002	0.32
15	Learning opportunities	3.64	2.39	1.80	1.16	7.04	<0.0001	0.69
16	I need to learn new things to do my job better	1.79	1.72	1.09	0.77	0.64	0.524	0.06
17	Would make use of study loans if they were available	2.42	1.97	1.80	1.34	2.35	0.019	0.25
18	Creativity and aesthetic issues	3.55	2.67	1.51	1.24	5.37	<0.0001	0.58
19	Positive feelings about the establishment	3.14	2.32	1.34	0.94	5.97	<0.0001	0.61
20	Negative feelings about the establishment	3.86	3.88	1.37	1.49	-0.12	0.904	-0.01
21	Willing to put in a great deal of effort	1.73	1.76	0.96	0.81	-0.28	0.777	-0.03
22	Mood in mornings on way to work is positive	2.67	2.29	1.70	1.51	1.99	0.048	0.22
23	Feelings about management	3.21	2.36	1.71	1.15	4.90	<0.0001	0.50
24	I get frustrated when there is nothing productive to do	2.54	2.07	1.75	1.17	2.60	0.010	0.27
25	I feel management is too democratic	4.20	3.46	1.84	1.63	3.46	0.001	0.40
26	There is always enough work to do	2.93	2.12	1.79	1.32	4.29	<0.0001	0.46
27	There is enough employees to do work	3.12	2.97	2.05	1.83	0.65	0.516	0.07

Table 3.4 shows the results of an independent samples *t*-test. This *t*-test tests the various factors and items to determine whether the QWL of the resort group FOE corresponds with, or largely differs from the QWL experienced by the hotel group FOE. Pallant (2005:205) states that this test is used when one wishes to compare the mean scores on a continuous variable between two different groups of a population. In the present case, between that of the resort group's FOE and that of the hotel group's FOE. Salkind (2009:32) states that a *t*-test needs to have a significance level that indicates the risk associated with not being 100% sure or confident that the difference is caused

by what one thinks, rather than it being due to some unforeseen factor. For a test to have statistical significance p must be <0.05 (Salkind, 2009:32). To determine whether the differences are practically significant, effect sizes and, in particular, Cohen's d -values are considered.

When looking at the Mean score and Standard Deviation it becomes clear that, for all the questions, the Mean score and Standard Deviation of the Resort group are higher than those of the hotel group. This higher score therefore is a more negative response according to the Likert scale set up in the questionnaire (1 = Very true; 7 = Very untrue). There were two questions where this is not the case. The first is *Negative feelings about the establishment*, which makes sense as this question should have been answered in a negative way, indicating a positive attitude. The second question was *I am willing to put in a great deal of effort to keep working for this establishment*, which was answered more negatively by the hotel group than by the resort group. All of the other 25 questions were answered more negatively by the resort group, indicating an overall more negative attitude, less satisfaction with QWL and more negative feelings towards their establishment.

When looking at the Mean score, a neutral point of 3.5 can be set because the questionnaire was based on a 7-point Likert scale. Therefore all questions higher than 0.35 can be viewed as having been answered negatively and as possible areas to be addressed by management. These questions include *Economic and family issues*, *Work arrangements*, *Feeling good at work*, *Personal potential*, *Learning opportunities*, and *Creativity and aesthetic issues*.

With the assistance of Ellis and Steyn (2003:53), Table 3.5 was compiled, reflecting guidelines for Cohen's d -values which can then be applied to the d -values presented in Table 3.4.

Table 3.5: Guidelines for Cohen's d -value (Ellis & Steyn, 2003:52)

Effect size (r)	Effect	Conclusions on r
0.2	Small	Not practically significant difference
0.5	Medium	Practically visible difference
0.8	Large	Practically significant difference

Ellis and Steyn (2003:51) made the statement that researchers are often forced to consider results from a subpopulation of a target population due to a weak response of the planned random sample. These small populations' statistical inferences and p-values are then not relevant; therefore effect sizes should be used. Practical significance means that there is a large enough difference to have an effect in practice (Ellis & Steyn, 2003:52). For this reason, the researcher will focus on the d-values while the p-values are merely mentioned as additional information.

In Table 3.6, a more detailed look is taken into the significance and effect sizes of specific factors. Table 3.6 only displays the factors that were statistically significant with a p-level <0.05 to see the associated effect size, indicating practical significance, which is indicated.

Table 3.6: Factors of Quality of Work Life which have a practical significance in practice

Factor	p-value	d-value	Interpretation of d-value
Physical health and safety	<0.0001	0.44	Practically visible difference
Disability friendly workplace	0.015	0.25	Not practically significant difference
Safety is not at risk with large amount of money worked with	0.002	0.37	Not practically significant difference
Economic an family issues	<0.0001	0.58	Practically visible difference
Working hours/shifts are too long	0.011	0.35	Not practically significant difference
Working relations	<0.0001	-0.57	-
Social life	0.012	0.25	Not practically significant difference
Work arrangements	0.003	0.33	Not practically significant difference
Feeling good at work	0.001	0.39	Not practically significant difference
Personal potential	<0.0001	0.52	Practically visible difference
Life potential	0.002	0.32	Not practically significant difference
Learning opportunities	<0.0001	0.69	Practically visible difference
Would make use of study loans if they were available	0.019	0.25	Not practically significant difference

Creativity and aesthetic issues	<0.0001	0.58	Practically visible difference
Positive feelings about the establishment	<0.0001	0.61	Practically visible difference
Mood in mornings on way to work	0.048	0.22	Not practically significant difference
Feelings about management	<0.0001	0.50	Practically visible difference
I get frustrated when there is nothing productive to do	0.010	0.27	Not practically significant difference
I feel management is too democratic	0.001	0.40	Not practically significant difference
There is always enough work to do	<0.0001	0.46	Practically visible difference

A study of Table 3.6 shows that the factors that have an effect in practice are as follows: *Physical health and safety, Economic and family issues, Personal potential, Learning opportunities, Creativity and aesthetic issues, Positive feelings about the establishment, Feelings about management, and There is always enough work to be done.*

3.6 FINDINGS AND IMPLICATIONS

From the literature analysis, it is evident that the accommodation sector is dependent on labour to be able to achieve a competitive advantage within the market (May *et al.*, 1999:1), eventually leading to improved financial performance for the establishment. An accommodation establishment cannot survive without employees doing their jobs. For employees to deliver quality service and delight guests, they require a good QWL, which means that their needs at the workplace and at home will be satisfied by their employer. A win-win situation will start developing because employers will take good care of their employees, and employees will deliver quality service and exceed guests' expectations. This will lead to greater profitability for the employer (May *et al.*, 1999:2). A look at the ranking of the Best 100 Employers to work for makes it clear that accommodation and hospitality establishments are not well represented on this list. This is a warning sign for human resource managers and also a challenge for all hospitality employers (Anon:2010).

Findings made during this study are that the hotel group FOE are clearly more satisfied with their QWL than the FOE of the resort group. These results for two groups of employees, with the same job descriptions, working at different establishments are supported by the study completed by Cohen *et al.* (2007:474) who concluded that two different establishments' child protection investigators had different experiences of their QWL.

Problem areas were identified that should now be addressed by the human resource managers to improve the QWL in the workplace. These areas include *Economic and family issues* which is motivated by Lewis *et al.* (2001:ix) and May *et al.* (1999:2) who identified that employees are worried about their pay and monetary benefits; *Work arrangements* such as more flexible hours; *Feeling good at work* by possibly initiating a 'positive about work' initiative; *Personal potential* by motivating and supporting employees to develop their own abilities and skills and supplying them with *Learning opportunities* and *Creativity and aesthetic issues* whereby employees can be creative and test new approaches and ideas; *Physical health and safety* by motivating leisure participation among FOE and making the workplace safe. Ballou and Godwin (2007:44) mentioned various initiatives that can improve employees' QWL such as: childcare resources, paid educational sabbaticals, job sharing, group pre-paid legal services, reduced-hour employment, career counselling, flexitime, study loans, an on-site gym, relocation services, stock options for employees, subsidised cafeterias and individual financial counselling.

It was stated during this research that these initiatives do not necessarily have to cost the company money; it may only be necessary to shuffle employees in their positions, to look at health and safety standards or even to have 'Family Days' where employees can spend some time with their families. It is evident that not enough research has been done on this topic in the South African context and that similar research can be carried out among various other employees such as Call Centre Agents, Guest Relations Officers, Slots and Tables Attendants, General Managers, and so on. The list is endless. It can be applied to any employees who have direct contact with guests or who have an effect on the way the guests experience the service rendered.

When human resource managers work at improving the FOE QWL, the establishment will gain advantages such as workers who are more engaged and who exert more discretionary effort, a competitive advantage in the market, lower staff turnover and absenteeism, higher productivity and increased profits. (Gilette, 2008:28; Lau, 2000:422; Edwardsson & Gustavsson, 2003:148).

3.7 CONCLUSION

This study concludes that there was a clear indication that the hotel group employees are more satisfied with their overall QWL than the resort group employees. Much more attention needs to be given to studies of FOE employees and the overall QWL of employees in South Africa. Other FOE, apart from receptionists and reservationists, can also be considered for future research. One could possibly start focusing on employees such as casino dealers, slots attendants, call centre agents, waiters, housekeeping staff, guest relations officers and the list goes on and on. The fact still remains: accommodation establishments' most valuable assets are its employees. Therefore management needs to take good care of them so as to remain profitable and competitive in the market. QWL needs to be addressed more seriously, and the needs of the employees working with guests and offering services to them, urgently need to be satisfied to create a happy work force.

Chapter 4

Article 2

The effect of Leisure of a hotel group Front Office Employees on their Quality of Work Life

ABSTRACT

The purpose of this article is to determine the relationship between Front Office Employees' (FOE) Leisure and overall Quality of Work Life (QWL). A self-administered survey was used to collect data from 145 Front Office Employees to whom the questionnaires were mailed. A Spearman Correlation Coefficient was compiled from the data to determine the relationship between Leisure and Quality of Work Life domains. Findings were that, overall, the FOE are satisfied with their QWL, but economic and time for leisure issues need to be addressed. Results showed that there is a definite relationship between Leisure and overall QWL. This type of research has not previously been conducted on FOE in a South African hotel group exclusively.

Keywords: *Leisure, Quality of Work Life (QWL), Front Office Employees (FOE), Hotel group, Life domains, Hospitality industry*

4.1 INTRODUCTION

When referring to the Book of Genesis, we read that the earth was created in six days and that, on the seventh day, the Creator rested. When Adam and Eve disobeyed their instructions, they were expelled from the Garden of Eden and Adam had to go out and work (Haworth & Veal, 2004:16). Since the beginning of time, work has been negatively associated with punishment and burden. A known fact of present-day society is that employees are currently living under more stressful circumstances than ever, leading to a variety of physical and mental illnesses (Coleman & Iso-Ahola, 1993:111). Kleiber (2000:83) made the statement that in the productive society in which we exist, we celebrate all of our efforts and use relaxation for the primary reason of recharging.

Haworth and Veal (2004:3) noted that there has been a change in the focus of work-leisure research over the last few decades. In the 1970s a concern was raised about leisure becoming a tendency and as being viewed as a 'social problem'. Modern

research on leisure focuses on the minimal time people have available to spend on leisure. This can especially be noticed in the number of journals being published nowadays on this topic. Examples include the *Journal of Leisure Science*, *Journal of Hospitality and Leisure Marketing*, *Journal of Tourism* and the *Journal of Travel Research*, to name a few (Woodside, 2000:1). Horner and Swarbrooke (2005:22) defined leisure as an entire set of experiences people undertake in their free time, as long as they derive a positive mental state from this activity. Hsieh, Spaulding and Riney (2004:604) made the statement that in the 21st century, leisure is emerging as a critical issue in people's lives.

Lloyd and Auld (2002:48) drew the conclusion that the relationship between leisure and Quality of Life (QOL) is quite complex as it can be influenced by social characteristics of the individuals such as age, gender and employment status, their person-centred attributes and place-centred attributes, but that it can indeed be accepted that leisure satisfaction leads to a better Quality of Life. In support of the latter, Wong and Ko (2009:202) found that hotel group employees want more free time, since they currently feel they do not have enough time off. These researchers concluded that more research should be conducted concerning QWL to better understand the current situation in the hotel group and resort group industries. This is therefore the support for this research in determining the experience of hotel group FOE *Leisure* and its impact on their overall QWL. This will ensure that human resource practitioners can find a comprehensive solution for creating a healthy and productive workforce, eventually leading to a hotel group or resort group becoming an employer of choice and so being able to attract the best talent. As Wong and Ko (2009:196) stated: "*Happy Employees Produce Happy Customers*".

4.2 LITERATURE REVIEW

In the past, promises were made regarding increased leisure time due to technological advances being made, but the contrary is currently happening: paid work is dominating people's lives, leading to less leisure time (Lewis, 2003:343; Kleiber, 2000:82; Lowe,

2000:181; Jacobs & Gerson, 2008:43). Lewis (2003:343) and Kleiber (2000:82) noted that a new trend is emerging in the British workplace. Firstly, employees are increasingly integrating work, personal life and leisure. This is generally known as a work-life balance. Secondly, the boundaries separating work and non-work are becoming more blurred as work is becoming more enjoyable, interesting, absorbing, challenging, voluntary, spontaneous, satisfying and an opportunity for enhancing positive well-being. Lu and Hu (2005:325) and Baker (1995:1) disagreed with this statement by stating that leisure is being experienced to be more pleasurable and satisfying than work.

Leisure can also be divided into passive and active leisure. Passive leisure is described by Kleiber (2000:83) as a position of relaxation, faithful openness, contentment, serenity and calmness and active leisure includes adventure activities such as recreation (Kleiber, 2000:84). Forms of passive leisure include listening to music, watching TV and surfing the internet, while active leisure includes hobbies such as playing a musical instrument or painting, physical sports, being sociable in clubs or chatting to friends (Lu & Hu, 2005:328). Kleiber (2000:84) adds that leisure is given vitality and meaning in the celebration of active engagement, but that it usually starts with relaxation and comfort. Kleiber (2000:82) stated that another regularly used term for leisure, which better describes its overall function, is relaxation. Leisure does not only have to be physical and active as many would think it to be. Pieper (1981, as cited by Kleiber, 2000:83) said that leisure is also to be found in an attitude of '*non-activity*' and receptivity, and a state of the mind in which one is open to everything – letting the reins loose and being free and easy. Kotzé (2004:41) adds to this that it is a state in which one nourishes oneself, sets aside time to relax, regroups and recuperates.

Lu and Hu (2005:326), Hsieh *et al.* (2004:604) and Wemme and Rosvall (2005:377) identified various barriers and facilitators to the experience of leisure such as *bio-psychological factors (mental state)*, *the activity itself (location and cost)*, *interpersonal factors (personality and needs)*, *discretionary time available*, *the current state of the country's economy*, *money available to spend on leisure activities*, *low social support from friends and family*, *living in high-crime areas which makes it difficult to leave ones'*

home, physical health, level of education and the unavailability of leisure facilities in ones' area.

Positive effects of leisure participation have been identified, and can be seen in Table 4.1.

Table 4.1: Advantages of participating in leisure activities

Advantages of leisure activities	References
- Leisure contributes to one's psychological and physical health - Leisure as a coping mechanism to buffer stress and be able to deal with it - Leisure as a social activity, supplying employees with social support in difficult situations - Leisure participation increases self-determination and self-growth through experiences of freedom, control, competence and intrinsic motivation - Leisure contributes to relatedness, bonding, intimacy and an ethos of shared identity - Leisure creates the time for relaxation, for reflection, planning, appreciation, contemplation, peace and gaining perspective - Leisure leads to increased enjoyment of life leading to an overall Quality of Life - Leisure leads to subjective well-being - Leisure motivates creativity in a person's life - Leisure puts a person in a positive mood - Leisure is a vital element in harmonising community life - Leisure leads to an increased spiritual well-being - Leisure leads to gaining contacts and information valuable to work - Leisure assists a person to develop useful and valuable skills and perspectives for work	Coleman & Iso-Ahola, 1993:124; Lu & Hu, 2005:326; Wemme & Rosval, 2005:377; Sasidharan, Payne, Orsega-Smith & Godbey, 2006:164; Kleiber, 2000:84; Driver, Brown & Peterson, 1991:49 Coleman & Iso-Ahola, 1993:111; Coleman & Iso-Ahola, 1993:111; Lu & Hu, 2005:326; Sasidharan <i>et al.</i>, 2006:164; Lloyd & Auld, 2002:43 Coleman & Iso-Ahola, 1993:111; Lu & Hu, 2005:326; Kerman & Domzal, 2000:93; Driver <i>et al.</i>, 1991:91 Kleiber, 2000:83; Jeffres & Dobos, 1993:203; Driver <i>et al.</i>, 1991:195 Kleiber, 2000:83; Lu & Hu, 2005:326 Kleiber, 2000:84; Lu & Hu, 2005:326; Sasidharan <i>et al.</i>, 2006:164 Kleiber, 2000:84; Sasidharan <i>et al.</i>, 2006:164 Kleiber, 2000:84 Lu & Hu, 2005:331 Ngai, 2005:195 Heintzman, 2002:147 Snir & Harpaz, 2002:179 Snir & Harpaz, 2002:179; Driver <i>et al.</i>, 2000:195

Table 4.1 reveals that leisure participation holds various and numerous advantages. Kleiber (2000:83) made the statement that productivity, life satisfaction and development in the workplace and in life can only be enhanced when relaxation is also integrated. It is also noticed that employees have more time and disposable income for leisure activities, although they fail to find satisfying forms of leisure (Lu & Hu, 2005:325). Lewis (2003:343) states that this may lead to the fact that work will start to encroach upon employees' time and space, eventually crowding out all of their personal life and leisure. Lewis (2003:344) even made the bold statement that work is becoming the new leisure term, because people choose to spend their time at work and enjoy what they are doing.

Hsieh *et al.* (2004:604) identified some unhealthy leisure activities such as gambling, drinking, pornography and sensual pleasures, which can have various negative effects on employees. Hsieh *et al.* (2004:618) compiled a conceptual framework that displays the needs-guided leisure attitudes of employees. This is shown in Figure 4.1. This figure clearly indicates that a person has a variety of needs that can be satisfied through participation in various leisure activities. An example of this would be one's need for self-development and growth. Such a person would then opt to take part in development activities such as reading literature, volunteering to do some social work and listening to lectures.

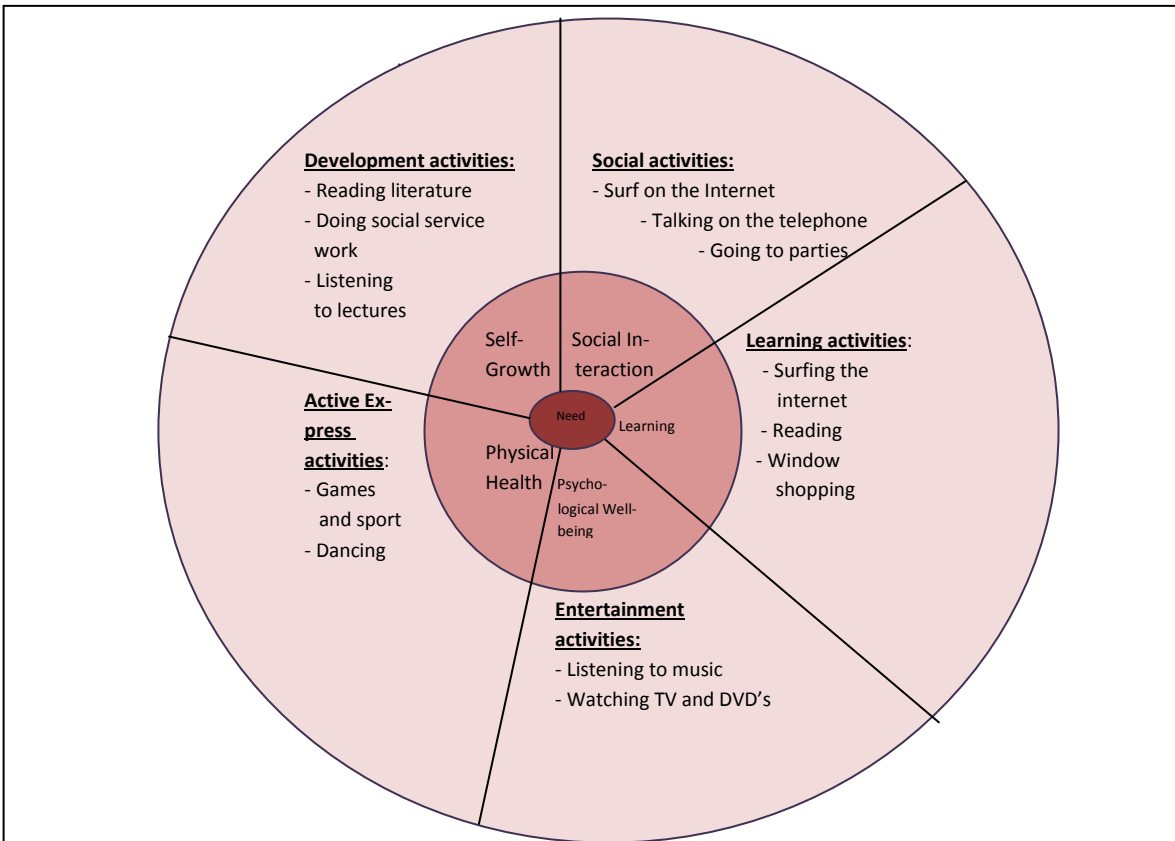


Figure 4.1: Conceptual Framework of Needs-Guided Leisure Activities (Hsieh et al., 2004:618)

Brett and Stroh (2003:67) noted a new tendency in the workplace where employees participate in a work-leisure trade-off. This means that the opportunity cost associated with trading working time for leisure increases, which motivates employees to work more for more rewards. In addition to this, employees who work long hours have more resources to spend on leisure activities that do not necessarily cut into their working time (Brett & Stroh, 2003:67). With this trade-off taking place in the workplace, Brett and Stroh (2003:67) came to the conclusion that those who are paid more, work more and pursue fewer leisure activities.

An important aspect that everyone should aim to attain in life is a work-life balance. Roan and Diamond (2003:98) define this as the time and effort devoted to work

compared to non-work aspects of life such as leisure time and family. This is especially challenging within the hospitality industry, as FOE in the hotel group sector are characterised by their irregular and unsocial hours of work. This has an impact on their work-life balance (Roan & Diamond, 2003:108). Wong and Lin (2009:726) and Wong and Ko (2009:195) add to this that FOE are increasingly being confronted with rising levels of stress at work and specifically work-to-leisure conflict. A negative result of this, which can occur when leisure in an employees' life is being neglected, is burnout. Burnout leads to emotional exhaustion, depersonalisation and a lack of personal accomplishment (Zopiatis & Orphanides, 2009:932; Deery & Jago, 2009:101). Deery and Jago (2009:103) also mentioned that employees in the hospitality industry are found to be between 2.4 and 3.1 times more likely to drink alcohol frequently at high-risk levels to be able to cope with the stress.

In an attempt to motivate employees in the hospitality industry to take their annual leave, Tourism Australia launched a campaign called "*No Leave, No Life*" to combat the phenomenon of large numbers of employees not taking their annual leave. This initiative can lead to an improved work-life balance (Deery & Jago, 2009:101). This can even hold an additional advantage for the country concerned, as it will motivate travelling within the country (Deery & Jago, 2009:102). Another initiative identified by Deery and Jago (2009:102) was Barclay's Technology Services '*Go Home on Time Days*' – a way to try to counter the culture of working long hours, and to teach workers how to work smarter and not harder. Deery and Jago (2009:102) mentioned that these are great initiatives to apply in the hospitality industry.

Five models on leisure currently exist (Snir & Harpaz, 2002:178; Wong & Lin, 2007:726). The first model is the spillover model, where one's work experiences spill over into the non-work domains and have an impact on them. Second, there is the compensation model with employees experiencing a deprivation at work who will compensate for this with their choice in leisure activities. The third model is the segmentation model, holding the viewpoint that there is no relation between work and leisure. The fourth model is the instrumental model, meaning that through some activities in certain domains, success may occur in other life domains. The last model is

the conflict model, stating that high demand levels in all spheres of life lead to people having to make difficult choices when individual conflicts and overload occur.

Kotzé (2004:38) made the statement that there seems to be a renewed interest in the issue of employees' QWL, also better known as employee well-being and work wellness. Adults spend the majority of their time in the workplace, meaning that their QWL makes an important contribution to their overall QOL (Kotzé, 2004:38). Sirgy, Efraty, Siegel and Lee (2001:242) defined QWL as employee satisfaction with a variety of their needs through resources, activities and any outcomes that stem from participation at the workplace. Kotzé (2004:38) stated that management have the obligation to ensure that employees who commit themselves to the organisational objectives experience a high QWL in return.

Sirgy *et al.* (2001:241) identified leisure as adding to one's Quality of Work Life and vice versa, that QWL has an effect on leisure satisfaction. Therefore it is clear that QWL focuses on more than mere job satisfaction; it also looks into the satisfaction in non-work life domains, overall life and subjective well-being (QOL) (Sirgy *et al.*, 2001:242). Neal, Sirgy and Uysal (2004:270) came to the conclusion in their research that satisfaction with one's leisure does indeed lead to an overall satisfaction with one's QOL. Kotzé (2004:39) and Kandasamy and Ancheri (2009:332) identified some of the various domains of QWL such as leadership and management, working with others, the nature and contents of work, physical and psychological environment, performance management, company image, work-life balance, interaction with customers and performance outcomes and human development, and personal well-being.

QWL is important, and offering this to employees can hold various advantages to a company, such as reduced levels of absenteeism, increased productivity, efficiency and quality of product and service, lower compensation claims and reduced medical expenses (Sirgy *et al.*, 2001:242). During the study by Chang (2006:292), it was proven that the service attitudes of employees in the hospitality industry are definitely affected by the type of QWL they experience. In addition to this, Kandasamy and Ancheri (2009:328) determined that QWL offered to hotel group employees will attract and retain

high-quality employees. Roan and Diamond (2003:114) came to the conclusion that the current trend in Australia is that employees in the hospitality industry are willing to accept a low QWL simply to develop their skills, thus viewing these jobs as transitory. Therefore the hotel group industry will suffer in the long term as they will not be able to retain experienced employees.

Stein (1983:36) stated that a realistic approach to improving productivity and QWL would be to start focusing on employees' QOL, meaning employees in their non-working situations which include family situations and leisure (Silverstein & Parker, 2002:528; Lewis, 2003:343; Kleiber, 2000:83; Lloyd & Auld, 2002:43; Jeffres & Dobos, 1993:203; and Ngai, 2005:206) concluded in their respective research reports that meaningful leisure ultimately adds to an employee's overall QOL and QWL.

Wong and Lin (2009:726) stated that a career in hospitality is labour intensive and that frontline personnel are currently facing huge demands. While customers are enjoying their leisure time by touring or shopping, FOE are hard at work (Wong & Lin, 2009:726). Deery and Jago (2009:97) state that frontline positions are nowadays working in 24/7 operations and unsocial hours, which makes it difficult and challenging for these employees to maintain a healthy lifestyle, travel and study. Wong and Lin (2007:726) identified that the job demands of FOE require much of the employees' time and energy, leaving them with less opportunity to be able to engage in leisure activities in their time off. The focus of this research was exclusively on the receptionists and reservationists of the chosen hotel group in South Africa. These FOE are viewed as the most valuable asset of a hotel group, since the employees are the people who deliver quality service, which leads to a competitive advantage in the market (Kandasamy & Ancheri, 2009:328).

4.3 METHOD OF RESEARCH

The method of research used for this study, with specific reference to the questionnaire used and the chosen population sample will now be discussed.

4.3.1 Questionnaire

The questionnaire was based on the work by Sirgy *et al.* (2001:264). Questionnaires were mailed to all the General Managers of the hotel group to distribute and a due date was set for the questionnaires to be returned to the researcher. Primary data was therefore captured once the respondents had completed the questionnaires. The questionnaire comprised 12 sections, which were *Demographic information, Personality information, Health and safety issues, Economic and family issues, Social issues, Esteem issues, Actualisation issues, Knowledge issues, Creativity and aesthetic issues, Feelings concerning the establishment and Management and Leisure*. The questionnaire consisted of closed-ended questions, one open-ended question for comments and seven-point Likert scale questions with answers ranging from very true (1), slightly true (2), true (3), neither true/untrue (4), slightly untrue (5), untrue (6) and very untrue (7) (Maree & Pietersen, 2007b:167).

4.3.2 Sampling

A quantitative research method was followed while conducting this research. A population of FOE (receptionists and reservationists) of a specific hotel group in South Africa was chosen. It should be noted that the study population of FOE was not large and we worked on an estimation of 326 Front Office Employees across the entire hotel group. Questionnaires were mailed to all employees in the study population. During the research a sample of $n=145$ fully completed questionnaires were returned. Questionnaires were mailed to all FOE of the hotel group, but depending on the FOE availability due to leave, sick leave and different time schedules, only a certain number of questionnaires were returned. This research was completed in February 2010. Altogether 145 questionnaires were returned from a potential sample of 326 FOE.

This survey is still representative of Front Office Employees of this hotel group, based on the work of Cooper and Emory (1995:207):

Hotel group $326 \text{ FOE} \times 0.384 = 125$ respondents needed for it to be a valid sample. 145 fully completed questionnaires were returned

4.4 DATA CAPTURING AND STATISTICAL ANALYSIS

The data captured was programmed into SPSS version 17.0 (SPSS Inc:2009) – a statistical software program.

The **Spearman Correlation Coefficient** was used to analyse the study data in order to explore the strength, nature and extent of the relationship between the various life domains of QWL and leisure (Singh, 2007:147; Bryman & Cramer, 1997:172; Babbie, Halley & Zaino, 2007:427; Salkind, 2009:12). Singh (2007:147) and Pallant (2005:95) explained that a positive correlation indicates that, as one variable increases, so does the other. In contrast to this, a negative correlation indicates that as one variable increases, the other will decrease. In particular the nonparametric Spearman rank order correlation coefficient was used, which does not rely on assumptions such as normality of the data (Field, 2009:179).

4.5 RESULTS

The sample of FOE of the hotel group is described in more detail in Table 4.2, supplying the descriptive statistics of this sample. Further, the various life domains of QWL, the profile of the sample population and the relationship between *Leisure* and the various other life domains will be discussed.

In this research, there was a focus on various life domains of QWL as confirmed by a factor analysis described in Table 4.3. The life domains include *Physical health and safety*, *Psychological health and safety*, *Economic and family issues*, *Working relations*, *Social life*, *Work arrangements*, *Feeling good at work*, *Personal potential*, *Learning opportunities*, *Creativity and aesthetic issues*, *Feelings about the establishment*, *Feelings about management* and *Leisure*.

Table 4.2: Profile of the Front Office Employees of the selected hotel group

Question	Reply	Percentage (%)	And /Or	Reply	Percentage (%)
Gender	Female	64.8			
	Male	34.5			
Highest level of education	Hospitality diploma	31.0		Matric	27.6
Length of service in years	1 – 5 years	44.1		6 – 10 years	16.7
Personality type	Sociable	44.1		High self esteem	24.1
I am working at this hotel group because....	I love serving people	49.7	And	I love the hospitality and tourism sector	48.3
Added benefits which keep me motivated to stay working at this hotel group....	Bonus	43.3	And	Pension fund	37.2
Where do you see yourself in the next five years?	Promoted	35.9	Or	Manager	32.4
Satisfied with life as whole	Satisfied	45.5		Very satisfied	33.8
Satisfied with present job	Satisfied	42.8		Neutral	22.8
Satisfied with family situation	Satisfied	44.1		Very satisfied	38.6
Satisfied with leisure	Satisfied	45.5		Very satisfied	19.3
Satisfied with financial situation	Satisfied	26.2		Neutral	25.5
Satisfied with health	Satisfied	49.0		Very satisfied	28.3
Satisfied with education	Satisfied	40.7		Neutral	20.7
Satisfied with friends and associated	Satisfied	61.4		Very satisfied	19.3
Satisfied with community	Satisfied	49.7		Neutral	21.4
Satisfied with spiritual life	Satisfied	43.3		Very satisfied	31.7
Satisfied with environment	Satisfied	47.6		Very satisfied	22.1
Satisfied with housing situation	Satisfied	40.7		Very satisfied	17.2
Satisfied with cultural life	Satisfied	53.8		Very satisfied	25.5
Satisfied with social status	Satisfied	52.4		Very satisfied	21.4

Table 4.2 represents the highest percentage replies of the respondents, taking note of the highest frequency replies. From Table 4.2 it can be accepted that 64.8% of FOE in this hotel group are female, while only 34.5% are male. The highest level of education indicated among the employees is a hospitality diploma, representing 31.0% of the respondents and, secondly, only a matric certificate, with 27.6% of the respondents having obtained this qualification. Forty-four percent (44%) of the respondents have only been working at this hotel group between 1 and 5 years and 16.7% for 6 to 10 years, indicating that employees do not stay at this hotel group very long.

Of the FOE of the hotel group, 44.1% are highly sociable and 24.1% of the respondents have a high self-esteem, both being strong indicators that they belong to the extravert personality type. A comforting fact was their reply to the question why the FOE are working at this hotel group, namely that 49.7% respondents stated that they enjoy serving people and that they also enjoy the hospitality and tourism sector. Added benefits the employees indicated as reasons for them to remain motivated to keep working at the hotel group, were the bonus as well as the pension fund, as mentioned by 43.3% of them.

A look at satisfaction with various life domains, which ultimately lead to a QWL, led to the finding that all responses were answered positively. Specifically positive was *Satisfaction with life as a whole* at 33.8%, *Satisfaction with their family situation* with 38.6% respondents indicating this, *Satisfaction with leisure* at 19.3%, *Satisfaction with health* at 28.3%, *Satisfaction with spiritual life* at 31.7%, *Satisfaction with the environment* at 22.1%, *Satisfaction with their housing situation* at 17.2%, *Satisfaction with cultural life* at 25.5% and *Satisfaction with their social status* at 21.4%.

Table 4.3: Confirmatory Factor Analysis on Quality of Work Life domains

Factor	Life Domain	Bartlett's test p-value	KMO	Number of factors	Total % variance explained (%)	Maximum Communalities	Minimum Communalities
1	Health and Safety Issues	<0.0001	0.68	3	64.87	0.78	0.46
2	Economic and Family Issues	<0.0001	0.88	2	63.52	0.95	0.40
3	Social issues	<0.0001	0.84	3	58.17	0.71	0.46
4	Esteem Issues	<0.0001	0.73	2	54.75	0.76	0.24
5	Actualization issues	<0.0001	0.83	2	71.66	0.81	0.68
6	Knowledge issues	<0.0001	0.83	2	70.21	0.79	0.59
7	Creativity and Aesthetic	<0.0001	0.78	1	66.60	0.80	0.73

	issues						
8	Feelings about the establishment	<0.0001	0.80	3	58.43	0.74	0.42
9	Management	<0.0001	0.80	2	54.53	0.78	0.23

Table 4.3 gives the various KMO values and Bartlett's p-value to confirm the reliability of the various life domains. With reference to this table, it can be reported that all QWL life domains, except leisure, were tested and both construct validity and reliability were confirmed. The factor analysis for *Leisure* is reflected separately in Table 4.4 because this is the life domain on which this study will focus. This factor analysis determines whether the various questions posed on leisure do indeed represent a single construct, as can be seen in Table 4.4.

Table 4.4: Factor analysis and Cronbach alpha of leisure domain

Pattern Matrix		
	Leisure Preference	Leisure Time
Sufficient time for leisure		929
At least four times a week		853
Prefer active sports and leisure	833	
Prefer passive sports and leisure	685	
Improves my overall productivity	811	
View sports and leisure as part of my lifestyle	791	
Mean	0.49	0.60
Cronbach's alpha coefficient	0.79	0.75

As can be seen in Table 4.4, two factors were identified within the *Leisure* domain. *Sufficient time for leisure* and *At least four times a week* was grouped together and labelled *Leisure Time*. The second factor for the leisure domain had four remaining questions, labelled as *Leisure Preference*. The sample size was adequate since the

KMO = 0.74, which is an average value. Bartlett's Test of Sphericity was <0.0001 which is <0.05. The total percentage of variance explained by the extracted factors is 68.64%, which is very good, as only 50% is needed for an acceptable factor analysis.

The two factors resulting from the factor analysis make theoretical sense, i.e. that items grouped together could theoretically be seen as two meaningful constructs. Construct validity therefore holds. Both the factors of the leisure domain are reliable, as Cronbach's Alpha coefficient for *Leisure time* is 0.75 (≥ 0.7) and *Leisure preferences* has a Cronbach Alpha of 0.79.

With the mean value of both factors, it can also clearly be seen that *Leisure time* has been answered very negatively with a mean value of 0.60. This could then be a potential area on which managers could focus, possibly by implementing flexi hours. Now that the reliability and construct validity of the leisure domain has been confirmed, the correlation coefficient will be reported on in Table 4.5.

Table: 4.5 Correlation Coefficient of Quality of Work Life

Constructs	Spearman Correlation Coefficient			
	Leisure time	Effect	Leisure Preferences	Effect
Time for leisure	1.00	-	0.36**	Medium
Leisure Preferences	0.36**	Medium	1.00	-
Physical health and safety	0.47**	Large	0.25**	Medium
Psychological health and safety	0.21*	Small	0.23**	Medium
Disability-friendly workplace	-0.53	Large	0.09	Small
Safety is not at risk with the large amount of money worked with	0.13	Small	0.17	Small
Economic and family issues	0.34**	Medium	0.28**	Medium
Working hours/shifts are too long	-0.06	Small	0.06	Small
Working relations	0.31**	Medium	0.23**	Medium
Social life	0.06	Small	0.21*	Small
People at work seem to enjoy life outside of work	-0.02	Small	0.15	Small
Work arrangements	0.42**	Large	0.21*	Small

Feeling good at work	0.37**	Medium	0.24**	Medium
My work at the workplace	0.12	Small	0.15	Small
Personal potential	0.31**	Medium	0.33**	Medium
Life potential	0.12	Small	0.27**	Medium
Learning opportunities	0.31**	Medium	0.17*	Small
I need to learn new things to do my job better	0.10	Small	0.11	Small
I would make use of study loans if they were available	0.10	Small	0.19*	Small
Creativity and aesthetic issues	0.31**	Medium	0.23**	Medium
Positive feelings about the establishment	0.18*	Small	0.20*	Small
Negative feelings about the establishment	-0.11	Small	0.04	Small
Willing to put in a great deal of effort	0.04	Small	0.08	Small
Mood in morning on way to work is positive	0.04	Small	0.06	Small
Feelings about management	0.22**	Small	0.24**	Medium
I get frustrated when there is nothing productive to do	-0.02	Small	0.10	Small
I feel management is too democratic	0.13	Small	-0.04	Small
There is always enough work to do	0.08	Small	0.19	Small
There is enough employees to do work	0.07	Small	0.12	Small

** . Correlation is statistically significant at the 0.01 level (2-tailed) (Pallant, 2005:130).

* . Correlation is statistically significant at the 0.05 level (2-tailed).

With the assistance of Field (2009:170), a table was compiled, as shown in Table 4.6, reflecting the conclusions from effect sizes which can then be applied to the r-values determined in Table 4.5.

Table 4.6: Guidelines for effect sizes (Field 2009:170)

Effect size (r)	Effect	Conclusions on r
0.1	Small	Not practically significant correlation
0.3	Medium	Practically visible correlation
0.5	Large	Practically significant correlation

From Table 4.5, it is evident that an employee's *Leisure time* is related to the following factors of QWL. *Leisure time* has a medium effect (0.34 correlation) on the *Leisure preferences* of leisure activities. This makes sense, as the more time that is available, the greater the variety and the more geographically spread activities one will be able to participate in. One's *time available for Leisure* greatly affects the FOE *Physical health and safety* with a correlation of 0.47. This is also a good point, as the more time employees have for leisure activities, the more they will take part in them and their physical health will be improved due to increased leisure participation.

Time for leisure activities then has a medium effect ($r=0.34$) on the employees' *Economic and family issues*, as the time that employees would spend on leisure activities would be family time which should have been spent with the employees' family or it might be a family activity which actually facilitates family time. The amount of time spent on leisure activities will also determine how much money the employee has available to spend on leisure activities. *Leisure time* has a large effect ($r=0.42$) on the *Working arrangements* of the employee. These working arrangements include communication, a positive feeling among employees, a good relationship with the general manager, the need for teambuilding activities as well as the feeling that management does indeed care. If an employee were to have time off for leisure, he or she would feel that management does care and this would facilitate the good relationship with management, create a positive feeling and even motivate the employee to participate in teambuilding activities which can be seen as leisure.

Leisure time has a medium ($r=0.37$) effect on the employees' *Feeling good at work*, as the participation in leisure activities has been proven to lighten one's mood and make one more positive. The amount of *time for leisure activities* will also have a medium effect on the *employees' belief in their own potential* ($r=0.31$) because of what they have accomplished with the leisure activities, their *Learning opportunities* ($r=0.31$), since the more time spent in leisure, the less time is available to learn, or other new facts can be learnt which would not have been learnt without the leisure activities. The amount of

time available for leisure will also determine how much time employees have available ($r=0.31$) for expressing their *creativity* at the workplace.

Leisure preferences have a medium effect ($r=0.36$) on the *time available for leisure*. This means that the type of activity one wants to participate in determines the amount of time needed for the activity. Here a comparison can be drawn between watching a movie and painting a portrait. *Preferences of leisure activities* also has a medium effect on *Physical health and safety* ($r=0.25$) and on *Psychological health and safety* ($r=0.23$). Had it been an active leisure activity, it would have had a more profound effect on health and one's psychological health than a passive activity would have had.

Leisure preferences also have a medium ($r=0.23$) effect on the *Working relations* and a medium effect ($r=0.24$) on the *employee feeling good at work*. *The leisure activities preferences* have a medium effect on the *Personal potential* ($r=0.33$) and *Life potential* ($r=0.27$) which the employee believes he or she can accomplish. The more dangerous, challenging and adventurous the activity, the more employees will start believing in themselves, believing that they can do the specific leisure activity – they can then surely accomplish what they wish for in their life. *Leisure preferences* also have a medium effect ($r=0.23$) on *FOE Creativity and aesthetic issues*. For instance, if employees were to paint or do some craftwork, this would satisfy and motivate their creativity issues. In addition, the *Leisure preferences* have a medium effect ($r=0.24$) on the employees' *Feelings about management*, for instance that management is too democratic.

4.6 FINDINGS AND IMPLICATIONS

Kandasamy and Ancheri (2009:328) and Roan and Diamond (2003:91) came to the same conclusion as this research and stated that the hospitality industry needs to provide a good QWL so that quality employees can be attracted and retained. From the statistical analysis, it is evident that *Leisure* has a definite effect on the overall QWL of FOE in the hotel group. This finding is supported by the research of Ngai (2005:195) and Lloyd and Auld (2002:43) who found a positive association between leisure

satisfaction and the QOL of employees. Additional benefits that motivate FOE to remain working at the hotel group are of a monetary nature. This is supported by the fact that their bonuses and pension fund were mentioned in the questionnaires. With the various life domains mentioned, they indicated that they are satisfied with them all.

Two problem areas experienced by these hotel group employees are *Economic and family issues* and *Leisure time* in which they feel they don't have enough time off for leisure. Wemme and Rosvall (2005:377) came to the same conclusion that economic and financial issues as well as social support from family and friends can be definite barriers to taking part in leisure activities. The issue of not having enough time for leisure activities is supported by the study of Deery and Jago (2009:95) who determined that employees in the accommodation sector face the challenge of trying to maintain a work-life balance in a 24/7 workplace. Wong and Ko (2009:202) came to the same conclusion in their study of hotel group employees - that they have a need for more free time. Suggestions such as campaigns motivating employees to take leave and not work overtime were suggested as well as job sharing, supplying employees with parental, study and sabbatical leave and even having flexible working times. If the issue of sufficient time for leisure activities is not addressed, this hotel group FOE may experience the same burnout as that noticed among food and beverage employees by Zopiatis and Orphanides (2009:930).

A relationship was also noticed between *Leisure* and the *Physical health and safety* of the hotel group FOE, as was found by Coleman and Iso-Ahola (1993:111), Pearson (2008:57) and Wemme and Rosvall (2005:377). The research performed by these researchers noted that leisure can be facilitated as a coping process and so enhances people's physical and psychological health. Heintzman (2002:147) did similar research in which it was determined that there is relationship between leisure and one's spiritual well-being.

The FOE of the hotel group also indicated that the *Leisure time* that they have available has an impact on their *Working relations*, *Working arrangements* and *Feeling good at work*. Fave and Massimini (2003:323) came to a similar conclusion in that the positive

enjoyment of leisure and other daily activities will have a positive effect on the way employees experience their work, leading overall to a community who experience well-being. FOE of the hotel group indicated that their *Leisure time* also has an impact on their *Personal potential*, *Learning opportunities* and *Creativity and aesthetic issues*. Jeffres and Dobos (1993:203) support this finding with their finding that leisure activities have been linked to people's identity and personal satisfaction, eventually leading to a good QOL.

These results show that FOE *Leisure* is an important aspect that needs to be looked at to improve their overall QWL. The various advantages of leisure participation include improved physical and psychological health, spiritual well-being and a positive state of mind both in the workplace and in one's personal life. With these results, human resource managers can now motivate why they would like to focus more on FOE leisure, possibly by organising wellness days, building a gym at the workplace or communal place where all the employees stay, having fun days, organising leisure activity organisers to come and have exhibitions at the hotel group, promoting group discounts for accommodation booked by employees, rewarding and honouring employees who look after their health, encouraging employees to take their leave and not to work too much overtime, and promote good leisure activities by organising book clubs and giving out spa and massage vouchers.

4.7 CONCLUSION

In concluding this research, it can be stated that, overall the FOE, of this hotel group are satisfied with their general QWL. These employees work in the hotel group because they enjoy serving people and enjoy the hospitality industry. Factors that are still important to them are of a monetary nature in the form of the bonus and pension fund. Their economic and family issues have been identified as a problem area. Clearly, human resources and the hotel group will not be happy with this response, since it will mean an additional monetary cost. But all hope is not lost. This study focused on the

impact of leisure on the overall experience of QWL; therefore this factor can be given attention to further improve FOE QWL without having to spend large amounts of money.

The FOE clearly indicated that they feel they do not have enough time available for leisure activities and the researcher believes that this can be a key aspect in further improving FOE QWL. This research has mentioned a list of factors that will be affected by leisure and these will have many advantages and improvements for FOE at a minimal cost to the company when compared to increased bonuses or salaries.

A factor analysis was carried out to confirm the life domain *Leisure* as well as all of the other life domains of QWL. Problem areas identified by their mean values were the FOE *Economic and family issues* and their *Time for leisure activities*. These two areas can now be considered by human resources to improve the FOE QWL. Special attention can be given to the time available for leisure, as this will not necessarily cost the hotel group money – only restructuring of shifts or implementation of flexi-hours.

This research focused on the importance of leisure as an important life domain of QWL as well as the various aspects of the FOE life that it affects. The challenge is now set for human resource managers to use this information and improve FOE QWL and, more specifically, their leisure. This improved focus on FOE QWL will lead to many advantages for the accommodation establishment in the form of improved productivity, lower absenteeism and turnover, improved employee morale and commitment, and improved service quality offered to guests leading to an increased profitability.

Chapter 5

Conclusions and Recommendations

5.1 INTRODUCTION

The aim of this study was to determine whether Front Office Employees of a hotel group and a resort group in South Africa experience a Quality of Work Life and, in particular, to establish the relationship between leisure and Quality of Work Life. To achieve this aim, the following objectives were formulated in Chapter 1 and achieved in separate chapters (Chapters 3 and 4):

- The first objective was to conduct a literature review of previous studies on leisure and QWL. This ensured that the researcher could develop an in-depth understanding of both fields and also assisted in developing the questionnaire so that it was relevant. This objective was achieved in chapter 2 of this study.
- The second objective was to prepare a comparative study of FOE QWL. This assisted the researcher in determining the differences that could be found among FOE QWL experiences in both the hotel group and the resort group. This also helped the researcher to determine the problem areas of QWL that need to be addressed. This objective was achieved in chapter 3 (Article 1).
- The third objective was to determine the relationship between leisure and FOE QWL and this was achieved in chapter 4 (Article 2).
- The objective of this chapter is to conclude and summarise the findings made during this research. In addition to this, recommendations will be made for further studies as well as steps that can be followed by human resources managers of accommodation establishments to improve the QWL of FOE.

5.2 CONCLUSIONS

The conclusions will be discussed in accordance with the literature review and the survey conducted on FOE in a hotel group and a resort group as presented in Chapters 3 and 4:

5.2.1 Conclusions from the literature study

- The general Australian workforce is currently described as being overworked, stressed out, debt ridden and disaffected (c.f.2.1)
- An individual has a relationship with his/her work known as QWL (c.f. 2.1)
- Employees in the hospitality industry are currently being faced with more work stress and work-to-leisure conflict (c.f.2.1)
- While guests are enjoying their leisure time, employees in the hospitality industry are on the backline, working hard to ensure guests enjoy their leisure time (c.f.2.1)
- A characteristic of employees in the hospitality industry is that they have to work unsocial hours (c.f.2.1)
- Employees in the hospitality industry spend a large portion of their time and energy at work, which leaves them with less time and energy for family and leisure activities (c.f.2.1)
- Management has come to realise that a productive workforce is the key to maintaining a sustainable competitive advantage in the market (c.f.2.1)
- Nowadays, employees are not only looking for compensation and benefits from their employers. They are also expecting a good QWL (c.f.2.1)
- QWL results from favourable conditions of the workplace that support and promote employee satisfaction such as leisure, family life, health and safety, self-esteem and self-actualisation (c.f.2.2)
- When employers offer their employees a good QWL, they will receive a return on their investment in the form of higher productivity and profitability. This is a win-win situation for both parties (c.f.2.2)
- Employees are the most valuable asset of an organisation (c.f.2.2)
- A good QWL can be attained through the provision of adequate compensation, safe and healthy working conditions, learning and development opportunities, opportunities for social integration, a work-life balance, appreciation at work, opportunities for taking part in decision making and a good relationship with management (c.f.2.2)
- Leisure is one of the most important life domains leading to a good QWL (c.f.2.2)

- A good QWL also leads to a good QOL (c.f.2.2)
- QWL is determined by one's satisfaction with various life domains such as personal health, work, family and leisure (c.f.2.3)
- Satisfaction/dissatisfaction with a certain life domains normally spills over into other life domains and overall life satisfaction (c.f.2.3)
- A work-family imbalance leads to a reduced QOL (c.f.2.3)
- Because employees spend so much time in the workplace, QWL is a major component in contributing to their general QOL (c.f.2.3)
- Leisure forms a critical part of people's lives (c.f.2.4)
- Some people nowadays have an increased standard of living, an increased income and less time they want to devote to work, which leads to greater personal freedom and increased potential for leisure (c.f.2.4)
- Leisure is important for a person's Quality of Life (c.f.2.4)
- Leisure is known to result in pleasure, a positive mental state and relaxation and it gives people the enjoyment of freedom to act on their instincts and desires (c.f.2.4)
- Work has an impact on leisure in the sense that working hours determine the amount of time available for leisure, salaries determine the level of disposable income available for leisure, work determines the amount of energy available (left over) for leisure participation. When one has to decide about taking up a new job, one's leisure lifestyle is normally borne in mind (c.f.2.4)
- Leisure is a way of bringing about well-being (c.f.2.4)
- Advantages of leisure participation include those of a social nature such as bonding and intimacy, the ability to recharge and nourish oneself, the provision of time to reflect, increased productivity, well-being and life satisfaction, the promotion of health, entertainment and an overall life satisfaction (c.f.2.4)
- When insufficient time is available for leisure participation, one will experience work-to-leisure conflict (c.f.2.4)
- Predictions were made that more time would be available for leisure in the future, but the opposite is happening; people are working longer hours and more intensively (c.f.2.4)

- Post-industrial work can become the new leisure, as people are choosing to work because they enjoy it (c.f.2.4)
- Leisure can be divided into five different types, based on a 'leisure involvement scale'. These are: hobbies, sports, social activities and indoor and outdoor activities (c.f.2.4)
- Barriers to leisure include a lack of money, low social support, high crime rates and long, unstable working hours (c.f.2.4).
- Reasons why people engage in leisure activities are for social interaction because of their learning seeking, psychological well-being, physical health and self-growth (c.f.2.4)
- A combination of a high QWL and leisure activities undoubtedly leads to a higher QOL (c.f.2.4)
- The hospitality and accommodation industry is focused on having a strong service culture, and what distinguishes various establishments from one another is the type and quality of service offered by its employees (c.f.2.5.1)
- FOE are the front-line employees who are the main contact points with guests during their visit (c.f.2.5.2)
- Employees in the hospitality industry normally work for low wages, they work unsocial and family-unfriendly shift patterns, there are poor career structures for them, and there is a high level of labour turnover (c.f.2.5.2)
- The main focus of a service culture should not limit the focus on service quality to external customers, but also extend it to the company's internal customers - the employees (c.f.2.5.2)
- Frontline employees in the hospitality industry currently experience difficulty in maintaining a healthy lifestyle, travel and study (c.f.2.5.2)
- Employees have needs that need to be satisfied at work such as physiological, security, social, esteem and self-actualisation needs (c.f.2.5.2)
- Work-leisure conflict decreases employees' job and leisure satisfaction and has an ultimate effect on QOL (c.f.2.5.2)

- Leisure has an impact on six different domains. These are the psychological, social, physical, educational, relaxation and aesthetic domains (c.f.2.5.2).
- Advantages the employer will gain when a QWL programme is offered to the employees include reduced staff absenteeism, lower staff turnover, greater productivity and innovation, employees will be more engaged in work and willing to deliver discretionary effort, the offset of wages and salaries which are lower than normally accepted, easier recruitment and retaining of staff and an increase in the overall competitiveness of the company in the market (c.f.2.5.2)
- Employees in the hospitality industry are the heart of the service industry and, without their dedication, all marketing expenses are wasted (c.f.2.5.2)
- South Africa currently has an initiative named '*Best Employers in South Africa*', which identifies and congratulates companies taking care of their employees through various human resource initiatives (c.f.2.7)

5.2.2 Conclusions from the survey

In article 1, a comparison was drawn between FOE of a hotel group and those of a resort group. Firstly, the various life domains of QWL were confirmed with a factor analysis. Once this was done, a *t*-test was performed to compare the hotel group's responses with those of the resort group. The following conclusions can be drawn from the descriptive statistics:

- The majority of FOE employed in accommodation establishments are female (c.f.3.5)
- The hotel group's education level is higher than that of the resort group. Hotel group FOE mainly have a hospitality diploma while the resort group FOE have only obtained matric (c.f.3.5)
- The majority age group working in FOE is between 25 and 29 years (c.f.3.5)
- The majority of the FOE have indicated that they have a sociable personality (c.f.3.5)

The following conclusions can be drawn from the Confirmatory Factor Analysis performed for each life domain:

- All factors loaded had a low to medium mean, which means that the majority of the life domain questions were answered positively, indicating that the FOE feel that they experience a good QWL (c.f.3.5)
- Factors that had a high mean reading only were *Economic and Family* issues, which seem to be the biggest challenges for FOE. *Negative feelings about the establishment* also had a high mean reading, but this was a negative question, being answered negatively, meaning that they have a positive experience (c.f.3.5)

With the t-test being used to compare the FOE of the hotel group with those of the resort group, the following conclusions can be drawn:

- Overall, the hotel group FOE are more satisfied with their QWL, since all of their mean scores were lower (more positive) than those of the resort group FOE (c.f.3.5.)

A mean score of 3.5 is the neutral point. All other questions with a score greater than 3.5 were answered negatively. Life domains answered negatively by the resort group FOE were:

- *Economic and family issues* (c.f.3.5)
- *Working arrangements* (c.f.3.5)
- *Feeling good at work* (c.f.3.5)
- *Personal potential* (c.f.3.5)
- *Learning opportunities* (c.f.3.5)
- *Creativity and aesthetic issues* (c.f.3.5)

No life domains could be identified that were answered negatively by hotel group FOE, meaning that they are satisfied with all of their life domains leading to a good QWL (c.f.3.5).

With the *t*-test completed, the d-value was evaluated. The d-value indicates a practical significant difference, which means that these life domains can have significance in practice. These factors of the various life domains are areas human resource managers can focus on to improve FOE QWL. The factors with a practically visible difference were:

- *Physical health and safety issues* (c.f.3.5)
- *Economic and family issues* (c.f.3.5)
- *Personal potential* (c.f.3.5)
- *Learning opportunities* (c.f.3.5)
- *Creativity and aesthetic issues* (c.f.3.5)
- *Positive feelings about the establishment* (c.f.3.5)
- *Feelings about management* (c.f.3.5)
- *There is always enough work to do* (c.f.3.5)

From the conclusions drawn above from Article 1, the following overall conclusions can be drawn regarding the QWL of both hotel group and resort group FOE:

- Firstly, hotel group FOE are more satisfied with their QWL than resort group FOE
- Secondly, factors were identified that have a significance in practice regarding FOE QWL. These factors included *Physical health and safety issues*, *Economic and family issues*, *Personal potential*, *Learning opportunities* and *Creativity and aesthetic issues*

In Article 2, only the FOE of a hotel group were considered. Some descriptive statistics were performed on this group as well as a Spearman Correlation Coefficient to determine the relationship between FOE leisure and overall QWL. The following conclusions can be drawn from the descriptive statistics:

- The hotel group FOE consisted of (64.8%) female employees and (34.5%) males (c.f.4.5)
- The majority (31%) of the employees have a hospitality diploma (c.f.4.5)

- Of the hotel group FOE, 44.1% had been working at this hotel group for between 1 and 5 years (c.f.4.5)
- The majority of FOE also indicated that they were of the sociable personality type (44.1%) (c.f.4.5)
- The two reasons indicated by FOE for them working at this hotel group were that they enjoy serving people and that they enjoy the hospitality sector (c.f.4.5)
- Added benefits indicated by them that keep them motivated to stay working at this hotel group are economic advantages such as a bonus, and their pension fund (c.f.4.5)
- FOE of the hotel group were asked a set of separate questions as to whether they were satisfied with each individual life domain and all questions were answered positively. This shows that the hotel group FOE are indeed satisfied with each life domain leading to a good QWL (c.f.4.5)

When looking at the various factors constituting the life domains, it was found that the following factors were answered negatively with a mean value higher than the 3.5 neutral point, indicating a negative response. Factors answered negatively are:

- *Economic and family issues* with a mean value of 3.47 (c.f.4.5)
- *Time for leisure activities* with a mean value of 4.42 (c.f.4.5)

Two other factors, *working hours are too long* and *negative feelings about the establishment* also had a high mean value, but both these questions were negatives, answered negatively, therefore supplying us with a positive response to the factor.

A Spearman Correlation Coefficient was then calculated to determine the relationship between leisure and the other QWL life domains. The following relationships were observed between time for leisure and other factors:

Leisure time has a medium effect on FOE *Leisure preferences* (0.36, c.f.4.5), *Physical health and safety* (0.47, c.f.4.5), *Economic and family issues* (0.34, c.f.4.5), *Working relations* (0.31, c.f.4.5), *Working arrangements* (0.42, c.f.4.5), *Feeling good at work*

(0.37, c.f.4.5), *Personal potential* (0.31, c.f.4.5), *Learning opportunities* (0.31, c.f.4.5) and *Creativity and aesthetic issues* (0.31, c.f.4.5)

The following relationship was found between characteristics of leisure activities and the other factors of QWL:

Leisure preferences have a medium effect on FOE *Time for leisure* (0.36, c.f.4.5), *Physical health and safety* (0.25, c.f.4.5), *Economic and family issues* (0.28, c.f.4.5), *Personal potential* (0.33, c.f.4.5) and a medium effect on the *Life potential* (0.27, c.f.4.5)

From the conclusions drawn above, the following overall conclusions can be drawn from Article 2 with regard to the hotel group FOE's leisure and their overall QWL:

- Firstly, a more in-depth description could be made of the characteristics of hotel group FOE
- Secondly, it was determined that hotel group FOE are not satisfied with their economic and family issues and the amount of time off for leisure activities
- Thirdly, it was determined that time for leisure activities has various effects on QWL factors
- Finally, it was determined that preferences for certain leisure activities have an effect on various QWL factors

5.3 RECOMMENDATIONS

In this section, recommendations will be made to human resource management within hotel groups and resort groups. The opportunity for further research work will follow.

5.3.1 Recommendations to Human Resource management within hotel groups and resort groups

- It is imperative for human resource managers to realise that they have to take care of their employees if they are to reap the benefits to the company in the form of quality service being offered to guests, productivity and overall profitability
- It was determined that FOE do not stay at these accommodation establishments for long, leading to a high staff turnover. This means that huge efforts will have to be made by employers to ensure that employees stay loyal to the company. This can be promoted by making use of initiatives such as 'Long Service Awards' or making employees aware of the various promotional opportunities within the accommodation establishments.
- With the comparison drawn between hotel group FOE and resort group FOE, it was determined that the hotel group FOE are more satisfied with their QWL. This should be a warning sign to the resort group to look into the QWL of their employees. This does not mean that human resource management of the hotel group can relax with their QWL initiatives
- Problems that have been identified with the hotel group and resort group FOE are physical health and safety issues, economic and family issues, personal potential, learning opportunities, creativity and aesthetic issues, positive feelings about the establishment, feelings about management and that there is always enough work to be done. Possible solutions suggested for these problems are the promotion of wellness, family and sporting days, courses on managing personal finances and empowerment, supplying employees with more training opportunities and teambuilding initiatives
- With regard to the hotel group FOE it was determined that they had two problem areas that require attention. These are their economic and family issues and the amount of time available for leisure activities. Recommendations would be to address these problem areas by implementing more flexi hours and promoting the participation in leisure activities

- It was also found that the life domain leisure is definitely related to all other QWL life domains, and therefore has an impact on them all. FOE leisure should be improved to provide a positive impact on their QWL. This could be ensured by motivating leisure days at the establishment, encouraging the exhibition of various leisure facilities to employees and making it easier and cheaper for employees to make use of the accommodation groups' employee discounts for staying at other units
- As would always be expected, FOE have indicated that they experience economic problems and challenges, which does not necessarily have to be addressed by giving them higher salaries. Employees can be given training on how to work more cleverly with their money, or they can be assisted in acquiring the know-how to save money monthly

5.3.2 Recommendations with regard to further research undertakings

- This research should be expanded to cover all Front of House Employees who have direct contact with guests. This could be done with Guest Relations Officers, Slot Attendants, Table Dealers, Housekeepers, Waiters and Bar staff, Porters, Drivers, Spa Attendants etc. The list of possible populations simply goes on and on, each with their own unique challenges
- A study comparing casino FOE with a hotel group and resort group should also be carried out
- This study should also be completed among various hotel group FOE in South Africa, determining whether they are all satisfied to the same degree, or whether their satisfaction is linked to the establishment they work for
- More in-depth studies should be done regarding the leisure patterns of this accommodation FOE. The types of leisure activities, why they participate in them and the geographical dispersion of activities they participate in. Getting to know the leisure trends of these employees better can assist human resource managers to help them enhance their leisure

- This research could even be taken internationally to compare South African FOE QWL with other international accommodation establishments, be it in the same establishment internationally or among various hotel groups.

5.3.3 Limitations of the study

- This study focused only on a small sample of FOE - receptionists and reservationists and could, in the future, be extended to a larger sample of Front Line personnel such as casino dealers, guest relations officers, waiters and porters.
- This study also only focused on one hotel group and one resort group in South Africa. There are various other accommodation establishments and hospitality establishments which can be investigated such as casinos, spas and guest houses.

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APPENDIXES

Addendum 1:

Questionnaire used for study

A Research Survey on Quality of Work Life of Front Office Employees					
The purpose of this survey is to learn how Front Office employees feel and experience their jobs and work places. Specifically we would like to measure the level of Quality of Work Life in your establishment. All responses will be treated confidentially. Please do not write your name on this survey. Please complete all the sections of the survey and return it to the General Manager as soon as possible.					
Instructions: Listed below is a series of statements that may be True/Untrue about you, your job, and your work place. Please respond to each of these statements by checking one of the seven alternative responses in relation to each statement.					
Section 1: Demographics					
1	What is your gender?				
	Male	1	Female	2	
2	My highest level of education is				
	High school	1	Matric	2	Certificate 3
	Diploma	4	Hospitality diploma	5	Degree 6
3	What is your year of birth 19.....			4	What is the length of your service
					Months Years
5	What company are you currently working at			6	What is your current position
Section 2: Personality					
	Shy	1		Introvert	5
	High self esteem	2		Sociable	6
	Low self esteem	3		Extrovert	7
	Assertive	4			

<u>Section 3: Health and safety issues</u>	Very True	True	Slightly True	Neither True / untrue	Slight ly Un true	Untrue	Very Untrue
My place of work is safe and sanitary	1	2	3	4	5	6	7
Physically and emotionally I feel good at work	1	2	3	4	5	6	7
My job is not too stressful	1	2	3	4	5	6	7
I do not hesitate approaching my supervisor to ask for time off to take care of a health problem	1	2	3	4	5	6	7
I do my best to stay healthy and fit	1	2	3	4	5	6	7
My mood while at work is normally good	1	2	3	4	5	6	7
My safety does not feel at risk with the large amount of money that is kept in our office	1	2	3	4	5	6	7
I feel that it is necessary that our reception area is wheelchair and disability friendly	1	2	3	4	5	6	7
<u>Section 4: Economic and family issues</u>	Very True	True	Slightly True	Neither True / untrue	Slight ly Un true	Untrue	Very Untrue
In comparison to other establishments of our kind, my salary is very reasonable	1	2	3	4	5	6	7
My job is designed with certain flexibility so that I can choose to produce more for extra money	1	2	3	4	5	6	7
I feel that my supervisor cares about my economic well-being	1	2	3	4	5	6	7
This establishment has a long history of treating employees like family. Once you are in, your job is secure for life	1	2	3	4	5	6	7
This establishment cares for its employees and their families	1	2	3	4	5	6	7
I can easily manage my job and also attend to the needs of my family	1	2	3	4	5	6	7

I do not hesitate approaching my supervisor to ask for time off to deal with family problems	1	2	3	4	5	6	7
I would definitely recommend this accommodation establishment as a favourable employer for friends and family	1	2	3	4	5	6	7
My working hours/shifts are too long	1	2	3	4	5	6	7
I am working at this accommodation establishment because....	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I enjoy the hospitality and tourism sector	1	2	3	4	5	6	7
I enjoy serving people	1	2	3	4	5	6	7
This is what I studied to do	1	2	3	4	5	6	7
I cannot find a better job	1	2	3	4	5	6	7
The pay is good	1	2	3	4	5	6	7
One of my family members works here	1	2	3	4	5	6	7
I needed to find a job in this town	1	2	3	4	5	6	7
I am building up practical experience	1	2	3	4	5	6	7
I want to be promoted	1	2	3	4	5	6	7
It is close to my family and home for emergencies/school	1	2	3	4	5	6	7
Added benefits in addition to my salary that keep me motivated for continuing my employment at this accommodation establishment are....				1 Where do I see 2 myself within the next five years?			
Bonus	1				Same position		1
Stay-in facilities	2				Promoted		2
Staff meals	3				Manager		3

Medical aid	4		A new department at this establishment					4
Pension	5		A new job in the same establishment					5
Resort concessions	6		A new job at a new hospitality establishment					6
Funeral policy	7		A new job at a competitor					7
Work clothes subsidy	8		A new job at another type of establishment					8
			Retrenched					9
			Pensioner					10
<u>Section 5: Social issues</u>		Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I have good friends at work	1	2	3	4	5	6	7	
My job requires me to be part of one or more committees/teams that meet regularly. That makes me feel appreciated	1	2	3	4	5	6	7	
I feel management cares about making the work place collegial, warm and friendly	1	2	3	4	5	6	7	
People at work seem to enjoy life outside of work	1	2	3	4	5	6	7	
My manager cares that I have a life outside of work	1	2	3	4	5	6	7	
I have flexible hours	1	2	3	4	5	6	7	
I would enjoy some team-building activities in our workplace	1	2	3	4	5	6	7	
A definite effort is being made by my GM in developing an effective relationship with me and my co-workers	1	2	3	4	5	6	7	

There is a positive feeling among my co-workers with their attitude towards this establishment and their work	1	2	3	4	5	6	7
Communication in our work place is very effective	1	2	3	4	5	6	7
Co-operations in the FO department is good	1	2	3	4	5	6	7
There is a good relationship and feeling of togetherness between me and my colleagues	1	2	3	4	5	6	7
<u>Section 6: Esteem issues</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I feel appreciated at work in this work place	1	2	3	4	5	6	7
Almost everyone in this establishment is rewarded based on performance	1	2	3	4	5	6	7
My job calls for certain kinds of skills that I surely have	1	2	3	4	5	6	7
I feel that my supervisors appreciate the work I do	1	2	3	4	5	6	7
My supervisor will do anything he can so that my work will be recognised and acknowledged outside the establishment	1	2	3	4	5	6	7
I feel I am very productive at my workplace	1	2	3	4	5	6	7
I feel I offer a great contribution to the success of our establishment	1	2	3	4	5	6	7
I feel good in the latest uniform provided	1	2	3	4	5	6	7
Helping satisfied guests is a personal achievement for me	1	2	3	4	5	6	7
<u>Section 7: Actualization issues</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I feel that my job allows me to realise my full potential	1	2	3	4	5	6	7
I feel that my supervisor cares about helping me realise my potential to help this establishment	1	2	3	4	5	6	7

My job allows me to exercise many of my talents and/or special skills	1	2	3	4	5	6	7
My supervisor cares about who I am and what I want to become professionally	1	2	3	4	5	6	7
My establishment has a programme that allows employees to take on increasingly challenging tasks and greater responsibility	1	2	3	4	5	6	7
I lead a meaningful and fulfilling life	1	2	3	4	5	6	7
Opportunities are given to us as employees to provide some fresh new ideas or proposals	1	2	3	4	5	6	7
<u>Section 8: Knowledge issues</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I feel the need to learn new things so that I can do my job better	1	2	3	4	5	6	7
My establishment helps its employees learn the needed job skills	1	2	3	4	5	6	7
My supervisor provides me with opportunities to learn new things that can help me do a better job	1	2	3	4	5	6	7
My work place offers an educational programme that I enjoy which continuously exposes me to new standards and technologies in an effort to improve my job performance	1	2	3	4	5	6	7
This job allows me to sharpen my professional skills	1	2	3	4	5	6	7
I would definitely make use of study loans if they were available	1	2	3	4	5	6	7
The establishment tries hard to educate its employees to become better professionals	1	2	3	4	5	6	7
<u>Section 9: Creativity and Aesthetic issues</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
In my establishment everyone is encouraged to express his or her creativity	1	2	3	4	5	6	7

The design of my work facilities is beautiful	1	2	3	4	5	6	7
The culture of my work place encourages employees to express creativity on the job and outside of their job	1	2	3	4	5	6	7
My supervisor thinks highly of creative people	1	2	3	4	5	6	7
<u>Section 10: Feelings about the establishment</u>	Very True	True	Slightly True	Neither True / untrue	Slightly untrue	Untrue	Very Untrue
I am willing to put in a great deal of effort beyond what is normally expected in order to help this establishment to be successful	1	2	3	4	5	6	7
I talk up this establishment to my friends as a great organisation to work for	1	2	3	4	5	6	7
I feel very little loyalty towards this establishment	1	2	3	4	5	6	7
I would accept almost any type of job assignment in order to keep working for this establishment	1	2	3	4	5	6	7
I find that my values and the establishment's values are very similar	1	2	3	4	5	6	7
This establishment inspires the very best in job performance	1	2	3	4	5	6	7
I could just as well be working for a different establishment as long as the type of work was similar	1	2	3	4	5	6	7
I feel there is a lot of unnecessary pressure, for instance balancing the books with cash taken in	1	2	3	4	5	6	7
My mood in the mornings on my way to work is usually positive	1	2	3	4	5	6	7
There is not much to be gained by sticking with this establishment indefinitely	1	2	3	4	5	6	7

I really care about the fate of this establishment	1	2	3	4	5	6	7
For me this is the best of all possible establishments to work for	1	2	3	4	5	6	7
How satisfied are you with...	Very satisfied		Satisfied	Neither satisfied/ dissatisfied	Dissatisfied		Very dissatisfied
Your life as a whole	1	2	3	4	5		
Your present job in general	1	2	3	4	5		
Your family situation in general	1	2	3	4	5		
Your leisure life in general	1	2	3	4	5		
Your financial situation in general	1	2	3	4	5		
Your health in general	1	2	3	4	5		
Your education in general	1	2	3	4	5		
Your friends and associates in general	1	2	3	4	5		
Your community in general	1	2	3	4	5		
Your spiritual life in general	1	2	3	4	5		
Your environment in general	1	2	3	4	5		
Your housing situation in general	1	2	3	4	5		
Your cultural life in general	1	2	3	4	5		
Your social status in general	1	2	3	4	5		
<u>Section 11: Management</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I feel we have the most capable Front Office manager for the job	1	2	3	4	5	6	7
I feel the set standards and procedures are necessary and good	1	2	3	4	5	6	7

I feel that disciplinary procedures are applied equally and fairly to all employees	1	2	3	4	5	6	7
I am fully aware of all work procedures and regulating rules and am constantly updated with respect to it	1	2	3	4	5	6	7
There is always enough work to keep all employees occupied	1	2	3	4	5	6	7
I do get frustrated when I do not have anything productive to do	1	2	3	4	5	6	7
I feel the direct management in our division is too democratic	1	2	3	4	5	6	7
I feel there are not enough employees currently employed to deal with all of the workload	1	2	3	4	5	6	7
<u>Section 12: Leisure issues</u>	Very True	True	Slightly True	Neither True / untrue	Slightly Untrue	Untrue	Very Untrue
I have sufficient time to participate in leisure activities	1	2	3	4	5	6	7
I participate at least 4 times per week	1	2	3	4	5	6	7
I prefer active leisure activities	1	2	3	4	5	6	7
I prefer passive leisure activities	1	2	3	4	5	6	7
I believe that leisure participation improves my productivity	1	2	3	4	5	6	7
I view leisure participation as part of my lifestyle	1	2	3	4	5	6	7

Section 13: Open-ended question

Do you have any queries or comments you would like to state?

[illegible]

Thank you for your time and cooperation

Appendix 2:

Language editing certificate



36 Finch Street

Ontdekkerspark 1709

Telephone: 084 716 6588

e-mail: dtraining@iafrica.com

1 February 2011

To whom it may concern

Language Editing – M.A. Tourism dissertation – R. Naudé

I have reviewed the dissertation entitled *Quality of Work Life of Front Office Employees in Selected Accommodation Establishments* in terms of spelling, language, and grammar and have made recommendations to the author concerning the changes necessary.

R. Taylor

CEO