

Quality of work life, job satisfaction, life satisfaction and employee performance in hospitality industry: Empirical research

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Abstract: The purpose of this research is to plug the research gap in the literature that lies in the association of quality of work life (QWL) and employee performance in general, and hospitality industry. So, the research tries to develop and test a theoretical model to address the direct and indirect impact of QWL on employee performance with job satisfaction and life satisfaction as the mediating variables. The research methodology uses interpretivist paradigm using SEM to test the 10 hypotheses with a sample size of 206 middle level managers chosen from 22 five-star hotels. Results indicated that QWL had positive significant relationship on job satisfaction, life satisfaction and employee performance. Life satisfaction had a positive and significant relationship with employee performance, but job satisfaction had no significant relationship with employee performance. The indirect relationship has revealed that job satisfaction mediates a significant positive relationship between QWL and life satisfaction.

Keywords: *Quality of work life; Job satisfaction; Life satisfaction; Employee performance; Hospitality industry; Service enhancement.*

1. Introduction

Hospitality industry in general encompasses boarding, lodging, event management, food and beverages, theme parks, travel and tourism, cruise line, recreation and all the associated activities within the tourism industry (Kim et al., 2021). Hotels are the central point where several aspects of hospitality industry are operating under one umbrella. Qatar is a country with one of the higher GDP in the world and hospitality industry is one of the fastest growing sectors in the country with corporate tourism as the prime driver for hotel demand accounting to about 65% of total demand (Rizzo, 2014). After the conclusion of FIFA 2021, numerous high-end hotels had been established to accommodate the requirements of Westerners and westernized Arabs arriving

from various regions of the globe for the historic event hosted in Qatar, marking the first time the Arab world had hosted the world cup (Amir, 2018). So, hospitality industry in general, and hotel industry, has a major role to play in the economic development of Qatar at this important phase of growth of the country.

Quality of Work Life (QWL) is a widely researched area since the past several decades; however, not many research articles have been published specifically in the context of hospitality industry. The QWL of hotel employees will have to be viewed from a different lens as most of the services offered in the hotel are personalized services and unless the employees are enjoying the best of the QWL they may fail in the human dimension of the service provided to the

guests in the hotels or customers in the other sections of the hospitality industry. Moreover, the QWL has direct bearing on the Employee Performance (EMP) as stated by several researchers (e.g., Hermawati & Mas, 2017; Koonmee et al., 2010; Tarigan et al., 2020).

Literature in the hospitality management can be mainly categorized into two streams, namely, those which identify the factors of QWL and those which have related QWL with other research constructs having a direct bearing on employee performance (EMP). For instance, Wan & Chan (2013) focussed on the casino employees of the hospitality industry and conducted a qualitative study through face-to-face interviews with 40 employees of randomly chosen casinos in Macau. The study revealed that job characteristics, HR policies, interpersonal relationships, and the work environment were the main factors which defined the QWL of employees. Acharya & Siddiq (2017) conducted a study of QWL in the hospitality industries in India using a sample size of 200 employees based on random sampling and found that work environment, organization culture and climate, job satisfaction, job security, monetary gains, and training and development were the major factors which defined the QWL.

Among the two streams of research related to the QWL, the research gap lies in the identification of role played by QWL in the EMP with the mediating influences of *job satisfaction* (JSF) and *life satisfaction* (LFS) in the context of hospitality industry. This research is an attempt to plug this gap using the bottom-up approach to the building and testing of a theoretical model starting from the *employee performance* and moving up towards the *quality of work life* considering

the role played by *job satisfaction* and *life satisfaction*. These variables have been associated with each other based on earlier research conducted on various contexts of service and product industries, and the linkages between these variables have been discussed in the subsequent sections. Thus, following were the objectives of this research:

- Identify the interrelationships between quality of work life, job satisfaction, life satisfaction, and employee performance.
- Develop a structural model based on the interrelationships between variables and test the significance of direct and indirect associations between these variables in the context of hospitality industry.
- Draw implications based on the association established between the variables of study in the form of suggestions to the top management of hospitality industry, to enhance the employee performance.

2. Literature reviews

2.1. The theoretical model and hypothesis

This research adopts the time-tested bottom-up approach (Judge, 1997; M'hamdi & Nemiche, 2018), which is of particular use due to the non-linear interaction between the variables of study. While there are several modelling techniques available to model and test the hypothesis in this research the Structural Equation Modelling (SEM) technique has been adopted to test the theoretical model which is based on Partial Least Square Method (PLSM). The method is of particular use under a dynamic modelling situation with multi-collinearity. It is

hypothesized that Employee Performance (EMP) has Quality of Work Life (QWL), Job Satisfaction (JSF), and Life Satisfaction (LFS) as its antecedents based on the earlier literature available on the topic. The theoretical model and the hypothesized relationships are shown in Figure 1. These are all inter-related variables and have been studied by researchers in a discrete manner and an integrative approach has been adopted in this research for the model building. Following sections discuss the individual linkages between the dimensions as per the studies based in many different contexts in terms of timeframe, geographical location and working environments.

Linkage between Quality of Work Life and Job Satisfaction

Toropova et al., (2021) have established the linkage between Quality of Work Life (QWL) and Job Satisfaction (JBS) in the context of schoolteachers using the Trends in International Mathematics and Science Study data in Sweden (n = 195). Moestain et al., (2020) using a sample size of 189 employees in a private sector organization proved that there is a positive and significant relationship between JBS and QWL. Kim et al., (2020) used a sample size of 442 hotel employees based on simple random sampling in Nevada, USA and found that QWL can lead to JBS. Kermansaravi et al., (2015) used Smith scale for JBS and Kendall and Walton scale of QWL to analyse the data (n= 202) obtained from the faculty of Zahedan University of Medical Sciences, Iran. The results indicated that it is possible to improve the JBS by controlling the dimensions of QWL. On the other hand, there are research studies in which it has been proved that not all the dimensions of QWL can improve the JBS among employees. For instance, Muskat & Reitsamer (2019) using a sample size of

328 Gen-Y employees in European hospitality businesses found that some of the dimensions of QWL e.g., job security does not lead to JBS and the relationship is dependent upon the gender as well as organizational type. Even though the number of studies which have disapproved the positive and significant association between the QWL and JBS it cannot be concluded with certainty that relationship exists between these two variables. Further, there is no evidence of a similar study in the context of the hospitality industry in Qatar even though it is the fastest growing economy among the GCC countries, and hence the following hypothesis has been postulated.

H₁: There is a positive and significant relationship between *quality of work life* and *job satisfaction* in hospitality industry.

2.2.Linkage between Quality of Work Life and Life Satisfaction

Alrawadieh et al., (2020) using a sample size of 202 tour guides in Jordan selected based on convenience sampling established a positive significant relationship between Quality of Work Life (QWL) and Life Satisfaction (LFS). Schnettler et al., (2020) combined the quantitative findings through nonprobability sampling of 303 dual-earner couples with interviews of 20 such couples using mixed methods approach and found that QWL and LFS were significantly associated with each other. Ali & Imran (2020) focussed their studies on the Millennials using a sample size of 40 working couple with pre-test and post-test with control group and proved that QWL can have an influence on LFS via the job satisfaction. There are several research studies proving the relationship between QWL and LFS (e.g., Anand & Arora, 2009;

Leitão et al., 2019; Mohamad, 2012). Thus, there is research evidence that these two variables are associated with each other in many different work contexts, but the relation has not been tested in the context of hospitality industries particularly in Qatar, and hence, the following hypothesis is postulated.

H₂: There is a positive and significant relationship between *quality of work life* and *life satisfaction* in hospitality industry.

2.3. Linkage between Job Satisfaction and Life Satisfaction

Judge & Watanabe (1993) found that Job Satisfaction (JBS) and Life Satisfaction (LSF) were reciprocally related based on a study using two waves of data (n = 804) with a gap of 4 years in the United States. It was also observed that in terms of the cross-sectional study the reciprocal relationships were of same intensity, whereas, based on longitudinal study effect of LSF on JSF was stronger. There are many such studies which have established the positive relationship between these two variables (e.g., Bialowolski & Weziak-Bialowolska, 2020; Keon & McDonald, 1982; Mafini & Dlodlo, 2014; Senter et al., 2010; Steiner & Truxillo, 1987). Steel et al., (2019) meta-analysed 12,682 correlations established between LFS and JBS. The result indicated that 10% of variance in JBS accounted for 13% of variance in LFS, and hence, the relationship between these two variables is justifiable to a great extent. Despite these results, there are also studies which claim that the relationship between these variables is not significant. For instance, Rode (2004) found that the variable core self-evaluation has a significant relationship with both job satisfaction and life satisfaction over a period; however, the

relationship between JBS and LFS was not significant. This study was based on a sample size of 892 full time employees from a randomly chosen US household population from two waves separated by three year's gaps. Unanue et al., (2017) conducted a research using both cross-sectional and longitudinal data using the employees in Chile (n₁ = 70; n₂ = 725) and found that the relationship between JSF and LSF can be spurious due to the presence of a third variable – need satisfaction. Thus, it is evident that the decision about the relationship between JSF and LSF is inconclusive and yet to be explored in the context of the hospitality industry in Qatar, and hence, the following hypothesis is postulated.

H₃: There is a positive and significant relationship between *job satisfaction* and *life satisfaction* in hospitality industry.

2.4. Linkage between Quality of Work Life and Employee Performance

Tarigan et al., (2020) conducted a study based in 45 Indonesian industries using a sample size of 376 and found that the Quality of Work Life (QWL) and Employee Performance (EMP) had positive and significant relationship. Koonmee et al., (2010) using a sample of 165 employees of Stock Exchange proved that QWL had a positive impact on EMP. Hermawati & Mas, (2017) conducted a survey-based research using a sample size of 249 employees in cooperatives and small & medium scale enterprises in East Java Province and found that QWL had a positive significant relationship with EMP. Sumiati (2020) using a sample size of 53 employees from medium scale industries in Indonesia selected based on random sampling proved that QWL had a

direct positive influence on EMP. While there are several such studies to prove the existence of a positive significant relationship between the two variables, there are also studies which have proved that there is no significant relationship between QWL and EMP. For instance, Dewi et al., (2020) using a sample size of 100 employees found that QWL had no significant relationship with EMP; however, it had indirect impact through the mediation of employee engagement. Even though the number of studies which have disapproved the relationship between QWL and EMP it cannot be concluded with certainty that these two variables are related to each other. Hence, to test this relationship specifically in the hospitality industry the following hypothesis has been postulated.

H4: There is a positive and significant relationship between *quality of work life* and *employee performance* in hospitality industry.

2.4.1. Linkage between Job Satisfaction and Employee Performance

Badrianto & Ekhsan (2020) using a sample size of 88 employees from Nesinak Industries manufacturing automotive and electronic spare parts in Indonesia found that there was a positive significant relationship between Job Satisfaction (JBS) and Employee Performance (EMP). Roberts & David (2020) used a sample size of 156 adults working in diversified industries in the US and replicated the study using another sample of 181 with same features to test the relationship between JBS and EMP. Marker variable procedure was adopted to confirm that common method bias did not affect the results. The results revealed that JBS and EMP were positively and significantly related. Ramli (2019) using a sample size of

82 employees in Jakarta proved that JSF had a positive significant impact on EMP. In contrary, there are also studies which have disapproved the positive significant relationship between JSF and EMP. For instance, Purwadi et al., (2020) using the data obtained from transportation services employees in Indonesia (n = 83) found that JSF had negative and insignificant influence on EMP. In another study, Faradila et al., (2020) used a sample size of 56 participants of the General Hospital in Indonesia and obtained similar results. Even though, there are relatively lesser number of studies which have disapproved the relationship between these two variables, the decision on whether or not this relationship is significant and positive is inconclusive, and hence to test this relationship in the context of hospitality industry the following hypothesis is postulated.

H5: There is a positive and significant relationship between *job satisfaction* and *employee performance* in hospitality industry.

2.4.2. Linkage between Life Satisfaction and Employee Performance

Chughtai (2019) conducted two separate studies using a sample sizes 183 and 187 samples of a new start-up company and a footwear company respectively, in Pakistan. In both the studies it was proved that Life Satisfaction (LFS) and Employee Performance (EMP) were successfully mediated by bonding social capital and affective commitment. Lado et al., (2021) conducted a research using a sample size of 245 managers in Spanish companies and found that LFS is a significant predictor of EMP. Çevik (2017) using a sample size of 385 teachers in public schools in Turkey established a relationship between LFS and

EMP in terms of efficacy of teaching. There are relatively fewer studies on the association between these two variables and in terms of hospitality industry the relationship is yet to be explored and hence the following hypothesis is postulated.

H6: There is a positive and significant relationship between *life satisfaction* and *employee performance* in hospitality industry.

While the above linkages have been established based on the earlier research studies on the direct relationships between the variables of interest, there are also studies which speak about the mediating roles of *job satisfaction* and *life satisfaction* between the *quality of work life* and *employee performance*. For instance, Ali & Imran (2020) conducted a research on millennials working in service industries (n = 107) and found that QWL had a positive and significant relationship with LFS via the JBS. There are studies which have explored the role between QWL and JBS (Kermansaravi et al., 2015; Moestain et al., 2020; Toropova et al., 2021) and another set of studies which have related JBS to EMP (Badrianto & Ekhsan, 2020; Ramli, 2019; Roberts & David, 2020), but not many studies have explored the mediating role of JBS between QWL and EMP. Many researchers have established the relationship between QWL and LSF (e.g., Alrawadieh et al., 2020; Schnettler et al., 2020; Udayar et al., 2020), and also the relationship between LFS and EMP (e.g., Çevik, 2017; Chughtai, 2019; Lado et al., 2021), but the mediating role of LFS between QWL and EMP is less explored. There are several studies which have established the relationship between JBS and LFS (e.g., Judge & Watanabe, 1993;

Rice et al., 1985; Senter et al., 2010) and the relationship between LFS and EMP (e.g., Çevik, 2017; Chughtai, 2019); however, the mediating role LFS between JSF and EMP is less explored. With these studies as the basis in this research an attempt is made to study the mediating roles of the intermediate parameters between QWL and EMP and hence the following hypotheses have been postulated.

H7: There is a positive and significant relationship between *quality of work life* and *life satisfaction* through the mediation of *job satisfaction* in hospitality industry.

H8: There is a positive and significant relationship between *quality of work life* and *employee performance* through the mediation of *job satisfaction* in hospitality industry.

H9: There is a positive and significant relationship between *quality of work life* and *employee performance* through the mediation of *life satisfaction* in hospitality industry.

H10: There is a positive and significant relationship between *job satisfaction* and *employee performance* through the mediation of *life satisfaction* in hospitality industry.

3. Research methodology

3.1. Research design

Positivist paradigm forms the research philosophy in this research with a quantitative approach, thus making this research exploratory in nature. Questionnaire survey method forms the basis of the research

design. The sample frame comprises the employees chosen based on convenience sampling from the 20 5-hotels in the areas of Doha, Qatar. Self-administered questionnaires (Google forms) were emailed to the managers who responded on voluntary basis. Ethical permission for the survey was taken from the concerned authorities of the hotels. Confidentiality statement in the questionnaire has ensured the unbiased response to the questions. Structural Equation Modelling (SEM) technique has been adopted for the analysis of the data specifically for its ability to perform both regression analysis and factor analysis simultaneously.

3.2. Sample design

Non-probability-based *convenience sampling* is the obvious choice in this kind of research when the sample frame is not available for randomization. The recommendation is to use a sample size that is at least five times the manifest variables of study to make the sample adequate (Tjiu & Purwanto, 2017). There are 22, 5-star hotels in Qatar and about 15 managerial staff are employed in each of these hotels. So, total of 300 Google forms were mailed and 206 filled responses (68.7% return rate) were received which were usable to this research. In this research, QWL has 4 manifest variables and all the rest of the three latent variables have three manifest variables each; thus, a sample size of 206 stands justified.

3.3. Questionnaire development

The self-administered questionnaire was developed and tested using the standard procedure used in questionnaire development (Aithal & Aithal, 2020). The dimensions used in this research are mostly well-developed dimensions and several

researchers have used the same items in the questionnaire in many different contexts and they have a well-established reliability and validity. Nevertheless, as the context is new, some items were rephrased to suit to the local requirement of hospitality industry, and hence, there was a need to revalidate the metric. However, Confirmatory Factor Analysis (CFA) was adequate as the items were the derivatives of the formerly used scales. Pilot sample consisted of 35 employees who were not the part of primary data collection. The original questionnaire with 36 items was reduced to 13 items scale with three items each, except for the dimension -quality of work life as a representative item from each of the factors was to be included based on their relative importance. The questionnaire comprised two parts: the demographic information of the respondents (gender, age, and qualification) was the first part, and the quantitative data collection items on the Likert 5-point scale (5- strongly agree to 1- Strongly disagree) was the second part. The dimensions, contributing authors, description and the sample item are given in the Table 1.

4. Results and discussion

4.1. Measurement Model

The reliability and validity of the data and the instrument in Structural Equation Modelling (SEM) is estimated in the measurement model (Figure 2; Table 2). The Cronbach's alpha (coefficient), in this research is ranging from 0.6 to 0.8 (Table 2), indicating a moderate level of internal consistency (Cut off = 0.6; Ahmad et al., 2016). Composite reliability is another measure of reliability of the data which is ranging from 0.8 to 0.9 indicating moderate to high reliability values (Munir, 2018). The convergent validity of the

instrument of measurement is estimated through the factor loading and in this research the values are 0.7 indicating an acceptable effect of the factors (Hair, et al., 2012) (Table 3). The final test of validity of the instrument is through the discriminant validity. To pass this test of validity, the square root of average variance extracted (AVE) of a construct should be greater than the correlation of the construct with the remaining constructs. This condition is satisfied in this research, thus indicating that the instrument has the required level of discriminant validity (Table 4). Finally, R² values of the endogenous variables indicate the goodness of the model fit. In the present case the R² values range from 0.3 to 0.5 (Figure 2), which indicates that the endogenous variables explain 30 to 50% of the variances observed in the analysis. Cut-off value of R² value is 0.1 (Bolt et al., 2018), and hence the model fit is adequate.

Figure 2 The measurement model

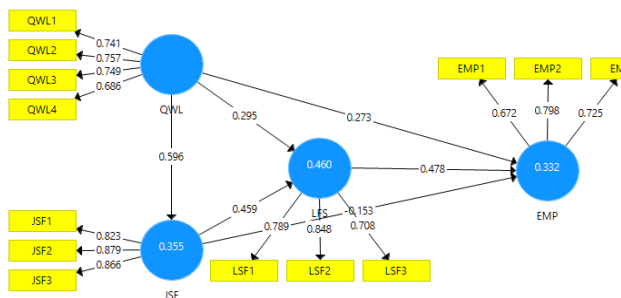


Table 2 Reliability and validity measures

	Alpha	rho_A	Composite Reliability	(AVE)
EMP	0.57	0.58	0.78	0.54
JSF	0.82	0.82	0.89	0.73
LFS	0.68	0.70	0.83	0.62
QWL	0.72	0.72	0.82	0.54

Table 3 Factor loading after reduction

	EMP	JSF	LFS	QWL
EMP2	0.80			
EMP3	0.73			
EMP1	0.67			
JSF2		0.88		
JSF3		0.87		
JSF1		0.82		
LSF2			0.85	
LSF1			0.79	
LSF3			0.71	
QWL2				0.76
QWL3				0.75
QWL1				0.74
QWL4				0.69

Table 4 Discriminant validity

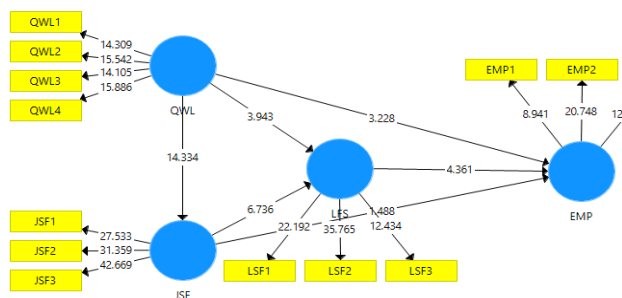
	EMP	JSF
EMP	0.73	
JSF	0.31	0.86
LFS	0.54	0.64
QWL	0.45	0.60

4.2. Structural model

The structural model provides the results of the hypothesis testing (Figure 3 and Table 5 & 6). In this research there were six

hypotheses testing the direct effects, and three hypotheses testing the indirect effects. Among the six hypotheses testing the direct effects, five were supported; and among the four hypotheses testing the indirect effects, three were supported.

Figure 3 The structural model



5. Findings and discussions

The main finding of this research is that *quality of work life* has both direct and indirect relationships with *employee performance*, with *job satisfaction* and *life satisfaction* as the mediating variables. The individual findings in terms of the linkages which were being tested have been discussed in the following sections.

1. This research has established a significant and positive relationship between QWL and JSF ($\beta = 0.60$; $t = 14.33$; $\alpha < 0.01$) in the hospitality industry (H1) (Table 5; Figure 3). This finding agrees with several earlier research studies in many different contexts (e.g., Arsyad et al., 2020; Kim et al., 2020; Toropova et al., 2021). Hospitality industry exists to satisfy the stated and implied needs of the guests who are either on business trip or leisure, and the

service provided by the employees of the organization involves a number of human dimensions. One of the human dimensions is the perception of the employees about their own QWL. When they perceive that their QWL is to their expectations or has surpassed it, they serve with both extrinsic and intrinsic motivation and their JSF increases (Kermansaravi et al., 2015; Toropova et al., 2021). The reason for this increased JSF is due to the increase in morale of the employees (Shankar, 2014). Better quality of work life encompasses a wide range of positive employee characteristics which are instrumental in building their morale. It includes – better satisfaction with work environment, improvement in physical and psychological health, generation of positive feelings, increased productivity, enhanced learning, and better management of change and transition (Elizur & Shye, 1990; Saraji & Dargahi, 2006). Thus, the positive and significant relationship established in this research between the QWL and JSF in the context of hospitality management is meaningful, as is has a base in earlier research studies in various other contexts.

2. It was found that the QWL also has a significant and positive relationship with the LFS in the hospitality industry ($\beta = 0.3$; $t = 3.94$; $\alpha < 0.01$) (H2) (Table 5; Figure 3). This result agrees with earlier studies in other contexts of employees working in product and service industries (Ali & Imran, 2020; Alrawadieh et al.,

2020; Schnettler et al., 2020). The characteristics of QWL just mentioned in the previous paragraph also has a bearing on the LFS. First European Quality of Life Survey itself had found that QWL can have an impact on LSF as it encompasses the dimensions of happiness and satisfaction in terms of work as well as non-work-related aspects which contribute to the wellbeing of an individual (Leitão et al., 2019). As job is a source of keeping engaged and a source of income, if a person is satisfied with the job due to better quality of work life it is apparent that he/she will also be satisfied and content with the life. Anbari et al., (2015) have empirically found that by improving the QWL the feeling of success, security and justice gets developed in the employees, which are quintessential to the LSF.

3. It is revealed that JSF and LFS have positive and significant relationship in hospitality industry ($\beta = 0.46$; $t = 6.74$; $\alpha < 0.01$) (H3) (Table 5; Figure 3). Several other studies have obtained similar results in other contexts of service and product industries (e.g., Judge & Watanabe, 1993; Mafini & Dlodlo, 2014; Senter et al., 2010; Steel et al., 2019). The result is also in disagreement with some of the studies (e.g., Rode, 2004; Unanue et al., 2017). While there are arguments supporting both the association and disassociation between these two variables, a secured job and the pleasure derived in accomplishing the assignment related to job can be enhancing the

LFS, not only because it provides security to life, but also it provides social recognition to an individual (Amarasena et al., 2015). The JSF is a key determinant of wellbeing of an individual which in turn can lead to LFS (Diener & Tay, 2017). According to another study (Deci & Ryan, 2000), it is the need satisfaction that is accomplished through JSF that makes a person achieve LFS. There is empirical research-based evidence to the point that the relationship between JSF and LSF is bidirectional (Near, 1984). According to this finding, the better the JSF the better will be the LFS, and the better the LFS the better will be JSF. In other words, if an employee is very well satisfied with the job he/she will have a better life satisfaction, and in return, an employee with better life satisfaction can continue to get better job satisfaction.

4. One of the important findings of this study is that QWL has a positive and significant relationship with EMP ($\beta = 0.27$; $t = 3.23$; $\alpha < 0.01$) (H4) (Table 5; Figure 3) This finding agrees with several earlier research studies in different service and product industries (e.g., Hermawati & Mas, 2017; Sumiati, 2020; Tarigan et al., 2020) and disagrees with the result obtained by some researchers (e.g., Dewi et al., 2020). Relatively speaking, there are a greater number of studies which have established the relationship between these two variables compared to the ones which have disapproved the statistically significant relationship. This implies

that the relationship is contextual and may even vary depending upon the time domain of the study. The QWL improvement is typically characterized by less work stress, more job satisfaction, better package, better work-life-balance, flexibility of timings, better working environment, good human relations, better career prospects, and comfort in workplace, each of which has a direct influence on employee productivity as found by several researchers (e.g., Bhende et al., 2020; Bragard et al., 2015; Chiang & Birtch, 2012; Toropova et al., 2021) and these factors boost the morale of the employees and make them perform better in their job with zeal and enthusiasm. As mentioned before hospitality industry as a service industry is solely dependent on the employees for the service offerings and the aforementioned factors will keep the employees in high spirits, thus resulting in better job performance.

5. It is revealed through the study that JSF does not have a significant relationship with EMP ($\beta = -0.10$; $t = 1.49$; $\alpha < 0.01$) (H5) (Table 5; Figure 3); however, LSF does have a relationship positive and significant relationship with EMP (H6). The former is in agreement with earlier research findings (e.g., Faradila et al., 2020; Purwadi et al., 2020) and disagreement with the findings of another group of researchers (e.g., Badrianto & Ekhsan, 2020; Ramli, 2019; Roberts & David, 2020); whereas the latter is in agreement

with (e.g., Çevik, 2017; Chughtai, 2019; Lado et al., (2021). This leads to an obvious question that why LSF can, and JSF cannot, have an impact on EMP in the context of hospitality management. One of the possible answers could be the explanation that the positive significant relationship between JSF and LFS can be spurious due to the presence of a third variable – need satisfaction, as there is empirical proof for this argument (Judge & Watanabe, 1993; Rode, 2004; Unanue et al., 2017). This implies that job satisfaction leads to need satisfaction which in turn provides the life satisfaction to the hospitality industry employees thus enhance their job performance; where, as job satisfaction alone fails to enhance the employee performance.

6. Through the study of the indirect effects of the variables of interest it was found that LSF mediates with positive and significant relationships between QWL and EMP ($\beta = 0.14$; $t = 2.87$; $\alpha < 0.01$) (H9) (Table 6) as well as JSF and EMP ($\beta = 0.13$; $t = 2.93$; $\alpha < 0.01$) (H10) (Table 5; Figure 2). Whereas JSF mediates with positive and significant relationship between QWL and LSF ($\beta = 0.27$; $t = 5.52$; $\alpha < 0.01$) (H7) (Table 6) but does not mediate between QWL and EMP with a significant and positive relationship ($\beta = -0.094$; $t = 1.36$; $\alpha = 0.17$) (H8) (Table 6). There were not many earlier studies on the mediating relationships of these variables; thus, contributing to the body of

knowledge in this topic. These findings reveal the fact that life satisfaction is a better mediator than job satisfaction when it comes to the impact of QWL on EMP in the hospitality industry.

7. Practical implications

Following implications are drawn to the managers of hospitality industry based on the results obtained through hypothesis testing.

The QWL of the employees has impact on JSF, LSF and EMP as revealed through the hypothesis testing. The direct implication to the top management of hospitality industries is to enhance the QWL to achieve better JSF, LSF and EMP. The QWL is a multidimensional construct as mentioned before; so, to strengthen it the top management must take several measures. First, the participative management style which involves the mid-level managers in all the relevant decisions of the top management would be of immense help in providing a good QWL, as suggested by several researchers in various contexts of service and product industries (Burra & Chirayath, 201; Sharma, 2019). Providing the employees with a clear career path for growth and development has been emphasized by researchers, as it is an important dimension of QWL (Kaur & Singh, 2013; Permarupan et al., 2020).

Research has shown that Self-determination Theory (SDT) (Deci & Ryan, 2000) is relevant to the context of the superior and subordinate relationship (in this case the top management and the managers of the hospitality industry). The SDT establishes

causation to the path between interpersonal styles, feelings of self-determination, and experience of the QWL (Blais & Brière, 2002). Thus, for a meaningful outcome in terms of quality of work life, the top management must shape their interpersonal styles of control or providing information to the subordinates must be designed in such a manner that it gets connected to the feelings of the managers and it leads them to experience an enjoyable quality of life. Drawing from the SDT, the top management should also focus on the volitional aspects of the behaviour of the managers and meet the autonomy satisfaction by making the work meaningful, provide the right kind of work to an employee for meeting the competence satisfaction, and ensure that the managers feel connected, valued, and develop a feeling of belongingness to the organization. These measures would improve the quality of work life of the employees and lead to better job satisfaction in addition to the meeting of the remunerative needs of the managers.

The research has also revealed that JSF has no significant relationship on EMP, but the LFS has a significant and positive relationship with EMP. While JSF is important, it is revealed that LFS is more important in the context of EMP. As work is an important part of life to an employee, JSF contributes to LFS as revealed through the hypothesis testing, which in turn contributes to EMP. Thus, JSF cannot be ignored completely in the context of EMP, but LSF may have to be given a higher level of importance, relative to the JSF. All the measures to better the LSF may have to be tried by the top management of hospitality industries to improve the EPP.

8. Conclusions

Hospitality industry has transformed itself into a very lucrative business and has gained the attention of academics as well as researchers alike from the past several decades. This industry not only adds to the national economy, but also contributes to the social and cultural transformations (Kaushal & Srivastava, 2021). It also provides employment opportunities to the citizens of the country and the studies on quality of work life of the employees, which was widely carried out in manufacturing industries before, is also being extended to the hospitality industries. This research could identify those antecedents of employee performance which significantly contributed to the employee performance. The notion that jobs satisfaction leads to employee performance was a widely accepted view by a group of researchers (e.g., Badrianto & Ekhsan, 2020; Roberts & David, 2020; Omar et al., 2020) has been countered by this research and it has been empirically proved that job satisfaction has a significant impact on life satisfaction which in turn affects the employee performance. So, the important revelation of the study has been that the top management of hospitality industries must have their focus on providing life satisfaction to the employees if their performance must be enhanced. Accordingly, suggestions have been made in this study which may be considered by the top management of the hospitality industries for the improvement of the employee performance.

This study has also proved that the quality of work life is an important determinant of employee performance in the hospitality industry. The three-fold benefits of improving the quality of work life of the

employees would be the improvement in the job performance, life performance, and employee performance. Accordingly, the top management of the hospitality can take measures which can improve the quality of work life of the employees as mentioned in the suggestions in this research.

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