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Quality work life and organizational effectiveness in the hospitality industry of North Central Nigeria

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Abstract

The study investigated Quality of Work Life and organizational Effectiveness in the hospitality industry (Three Star Hotel) of North Central Nigeria, (Benue, Nasarrawa, Plateau, Kogi, Kwara Niger and Federal capital territory Abuja) the study adopted survey design. The population of the study consist 1481, a combination of management and operational staff from the available 21 Three Star Hotels of North Central Nigeria Sample size of 315 was determined using Yamane's (1967) statistical formula, while sample stratification was achioeved using Bowley's (1964) proportional allocation formula guiding the allocation of questionnaire among management and operational staff of the studied hotels. Data were collected through the use of a structure modified four-square Likert scale questionnaire, while data was processed using Statistical Package for Social Sciences (SPSS version 20 for Microsoft Windows). while multiple regression was used to assess the extent of the combined effect on the dependent variable from a set of

independent or predictor variables. However, to get the precise picture of the relationship between the dependent and independent variables as contained in each specific objective of the study, and also control for the possible effects of the other independent variables, partial correlation was also used. Findings revealed that generally, quality of work life has significant effect on Three Star hotels in North Central Nigeria. Specifically, Adequate and Fair Compensation has significant effect on employee Motivation (p=0.000<0.05), Safe and Healthy Environment also have significant effects on Employee Motivation(p=0.000<0.05), The study recommended that Hotels should reinforce all these variables in their bid to driving organizational effectiveness.

Keywords: *Quality work life, Organizational effectiveness, Hospitality Industry*

Introduction

Quality of Work-life (QWL) is one important factor accounting for human motivation and improvement in job satisfaction. It is a comprehensive concept consisting of physical and psychological health, economic situations, personal beliefs and interactions with the environment. The realization of an Organization's stated goals is largely dependent on the quality of its human resources as well as conditions of work. Job satisfaction is achieved with the combination of psychological, physiological and environmental contentment factors or the degree to which an employee likes the job, it is essential for organizations to continue to attract and retain employees (Kwahar, 2021).

All organizations across the globe are working hard to keep their employees contented by introducing and bringing required modifications in the existing Quality of Work Life programmes. Hence, North Central Nigeria is the tourist zone in Nigeria is not an exception of maintaining quality work life and organizational effectiveness. It is one among the six geo-political zones in Nigeria which comprises of Benue, Nassarawa, Plateau, Kogi, Kwara, Niger and Federal capital territory Abuja. The absence of an acceptable QWL leads to dissatisfaction in job, increased absenteeism, lack of motivation and morale, increased

accident rates, lack of productivity, among others (Enemuo, 2016). These lead to organizational ineffectiveness, than any other factors. Quality of Work Life (QWL) has claimed a huge importance especially in this period of globalization and recession where every organization is struggling to survive and prosper in a rapidly changing word where only the knowledgeable, talented and contented employees alone can be the ultimate source of survival

It is the primary task of human resource managers to enhance employee good quality of work life if ignored by industrialized societies in terms of technology advancement, industrial productivity, and economic growth it will affects employee productivity. Qualify work life is an organizational phenomenon that benefits both employers and employees alike (Kwahar, 2020; Enemuo, 2016). At the present time for an organization to accomplish its goals and aim, it is essential to satisfy their employees at their work, and this is due to the importance of the work place in people`s life as they are spending most of their time at the work place, for the same reason surroundings might not only have an influence over physical body but that they are affected by the social, psychological and health factors at a high level which reflect a negative impact on commitment and productivity.

Ideally, a satisfactory experience with adequate and fair compensation, health and safety, amongst other similar variables trigger the organizational effectiveness of Hotels in Nigeria, measurable in terms of motivation, productivity and profitability (Sev, Faajir, & Emakwu, 2016; Kwahar, 2016; Jenemuo, 2016).

Hospitality industries today are so focused on profits and satisfying the customer, that may have forgotten about the basics Walton (1973) quality of work life variables.

Hoteliers of Three Star hotels in states of North central Nigeria are somewhat unaware of the economic implications of not striking an equilibrium between work and personal life. They often do not recognize that an unbalanced quality of work life caused by increased work demands leads to higher levels of stress and stress caused by higher demands from

work results in family-work conflicts which impacts negatively not only on the wellbeing of workers but also on their families and ultimately organizational effectives. Similarly, hoteliers couldn't tell which among the variables of Quality of Work Life is significantly viable to emphasis on over the others in their bid to drive organizational effectiveness in their hotels. It is therefore against these identified problems that this Paper sought to provide answers.

Objectives of the Study

The main purpose of this work is to examine the effect of Quality of Work Life (QWL) on Organizational Effectiveness (OE) of Three Star Hotels in North Central, Nigeria. The specific objectives are therefore to:

i. determine the effect of adequate and fair compensation on employee motivation among Three Star hotels in North Central, Nigeria.
ii. assess the effect of safety and healthy environment on employee motivation among Three Star hotels in North Central, Nigeria

REVIEW OF RELATED LITERATURE

Conceptual review

Quality of Working Life (QWL)

Robbins cited in Omotayo, Adebukola, Abolaji, and Olabode (2019) described quality of work life as 'a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work'. Lau and May in Omotayo el at (2019) define the concept as 'the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing employees with rewards, job security, and growth opportunity. Rathamani and Ramchandra as cited in Omotayo el at (2019) defined quality of work life as "the favourableness or un-favourableness of a job environment for people". It also refers

to the extent to which employees enjoy satisfaction in their personal lives whilst in the employment of organizations. According to Daubermann and Tonete in Omotayo (2019) sees the concept as incorporate us the physical, technological, psychological and social facets of work corresponding to the principles of healthy organisations.

Quality of work life means considering individual and group differences in terms of high-quality working conditions, when dealing with retaining good employees (Hashempour *et al*., 2018). The author buttressed that the quality of work life refers to a series of outcomes for employees such as job satisfaction, growth opportunities, psychological problems, job security, low accident rates, and human relations between employers and employees. In addition, a work-life quality approach will base a person on its essence, consider oneself as the most important component of an organization and, therefore, focus on meeting their physiological, psychological, social and economic needs (Akar, 2018). In this regard, it aims to increase employee satisfaction and ensure continuity by forming a positive attitude towards the organization, establishing a work environment that is suitable for employees and the organization, increasing employee productivity and organizational effectiveness, strengthening workplace learning, and reducing organizational stress by increasing teamwork. Diana et al., (2020) sees quality of work life to be the process in which the organization realizes its responsibility to provide and foster working conditions so that employees find their interests and needs. Then, the quality of work life also refers to a set of work or organizational functions such as participatory management, job enrichment, and safe working conditions. According to El Badawy et al., (2018) the quality of work life is the extent to which an employee is satisfied with his personal and working conditions through participation in the workplace while achieving organizational goals.

Criteria of Quality of Work Life:

Quality of work life includes many aspects that changes the way employees behave. Richard Walton (1973)

a. Adequate and Fair Job Compensation

The fundamental driving force behind work is to earn a living (Walton, 1973; Schreuder & Theron, 1997). Nirenberg (2006), appeals to consider adequate and fair compensation as a major component when QWL programs are implemented. This dimension ought to provide answers to these questions: Does pay received completely meet determined standards of sufficiency or the recipient's subjective standard? Does pay received for certain work bear an appropriate relationship to pay received for other work (Walton, 1974)? There should be a uniform or consistent payment guideline for employers to follow for registered social employees." Many employees feel they are not compensated fairly for their work (Andrews & Withey, 2011). Despite the importance of this dimension to employee commitment and retention, prior research has attempted to contrast hotel industry compensation against that of other industries. Kwahar (2020) noted that hourly earnings are lower among hospitality workers, as compared to similar jobs at various levels in other industries. Difficulties are however experienced in terms of assessing what constitutes adequate compensation. Furthermore, previous research on the hospitality industry argued that the nature of the industry's low pay, is due in part to the perceived transient nature of the employees and that this contributes to the possibility that employees may not be committed to the organization (Davies, et al., 2001). They further posited that salary and benefit policies are not being used strategically within the organization to improve morale, reduce turnover, and achieve targets within an establishment. Their research further noted that compensation was a critical factor in reducing managerial turnover and increasing commitment. The importance alluded to this Quality of Work Life justifies its exploration among hotel employees in 3 Star hotels in Benue state. This is because compensation practices may also have an impact on company performance. Namasivayam, et al. (2007) studied the relationship between compensation practices in the Hotel industry and corporate performance. Their study found that there was indeed a

positive relationship between the level of pay (both fixed and variable) and hotel performance.

b. Safe and Healthy Environment

It is widely accepted in our society as well as enforced by law, that workers should not be exposed to physical conditions that are unduly hazardous or detrimental to their health (Walton, 1975). Thurman (1977) also mentioned health and safety as important aspects. Unsafe and hazardous working conditions cause problems to both employers and employees. There may be little advantage to the employer in the short, medium and long terms, Consequently, the results of the employer which concern union action and legislation have promoted favourable working conditions through focus on noise, illumination, workspace, and accident avoidance as well as the implementation of reasonable work hours and age limits for potential employees (Orpen, 1981; Walton, 1973). Like Walton (1973), Orpen (1981), Newell (2002), Stein (2008), Kerce & BoothKewley (2012), Bertrand (2009) all agree that safe and healthy work conditions have a significant impact on QWL. The position maintained by these authors highlights the importance of QWL to organizations in general and hotel managers and hoteliers in North central Nigeria particularly to make improvements to the physical working conditions under which employees operate in order to make their work setting more favourable.

Concept of Organisational Effectiveness

Wrike (2023) Organizational effectiveness is a term commonly used in the business world to refer to the ability of an organization to achieve its goals, objectives, and mission. Given its importance in the modern business environment, this dissertation aims to provide in-depth insights into organizational effectiveness, its components, popular models, and examples of organizations that embody it. At its core, organizational effectiveness is concerned with measuring an organization's ability to achieve its goals and maximize its

resources. An organization is deemed effective if it achieves its intended outcomes efficiently and effectively while remaining relevant in its market.

Organizational effectiveness is more than just achieving goals. It also involves the organization's ability to adapt to changes in the environment and remain competitive. This means that a company must not only focus on accomplishing its goals but also continuously evaluate its processes and strategies to ensure they align with the market's demands. Furthermore, organizational effectiveness is not limited to the organization's internal operations. It also encompasses the business's impact on its stakeholders, including customers, employees, shareholders, and the community. A truly effective organization is one that creates value for all its stakeholders.

Employee Motivation

Employee motivation refers to the inner force that drives individuals to accomplish personal and organizational goals. It determines the level of energy, commitment and creativity that workers apply to their jobs. According to Robbins and Judge (2007), employee motivation is "the processes that account for employees' intensity, direction and persistence of efforts toward attaining organizational goals". Motivation encompasses the degree of persistency of efforts that is channeled by employees toward achieving organizational goals.

Motivation induces or encourages the workers to put in their best efforts toward the attainment of goals of organizations. A worker with ability has the capability and capacity to perform, but performance is a function of both ability and motivation. Without motivation, the most capable employee will perform poorly. Stoner, *et al.* (2005) are of the view that motivation is "a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular committed direction". Motivational variables are used by

management to elicit employee commitment to the attainment of corporate goals. Employee motivation is important to all organizations because motivated employees strive to find the best way to perform their jobs, are interested in producing high quality products, are productive and efficient and always strive for corporate effectiveness (Nwachukwu, 2000; Nwachukwu, 2002).

Theoretical Framework

The study hinges on McClelland (1962) Learned Need theory McClelland's theory of needs explains how the needs for achievement, affiliation, and power influence individual actions. These three needs underscore why a person is motivated. Some predominate on the need for affiliates to explain their motivation. Others may be more dominant in other needs (Saasongu, 2005). According to the theory Employees with a strong need for achievement are usually results-oriented. They are motivated to continually tackle challenging yet achievable tasks. They will try to complete a task or project better than expected to impress their achievements. And, they often want a promotion or a raise in recognition of their accomplishments. Employees with a strong need for power are motivated to have influence and power over others. They enjoy having authority and being respected by others, prompting them to pursue status recognition while Employees with a strong need for affiliation enjoy building and developing interpersonal relationships. They like a friendly work environment where coworkers are close to each other. And, they are motivated to be better, accepted, and liked by others.

Empirical Review

Mohammad Rabiul, Basher Rubel & Daisy (2023) investigated how the quality of work life (QWL), presented in a hierarchical model, influences employee work outcomes (job performance and retention intention). The paper also examines if job satisfaction mediates the above relationship. Drawing on the social exchange theory, the paper examines these

two research questions using 365 employees from Bangladesh's ready-made garment (RMG) industry. The findings show that QWL is positively associated with job satisfaction, retention intention, and in-role performance. Job satisfaction has a significant positive effect on the outcome variables as well. Furthermore, job satisfaction mediates QWL and employee work outcomes relationship. The hierarchical model of QWL and its impact on employee outcomes through the mediating role of job satisfaction continues to lag. As such, the paper provides practical insights for organizations looking to improve employee satisfaction, performance, and retention through QWL

The nexus between the study and the present study is not in doubt. The study's focus on healthy work environment and hotel effectiveness. Healthy environment also features as one of the specific variables used in the present study while employee motivation is part of organizational effectiveness used in the present study as a dependent variable. The point of departure however, is that while healthy environment was the main variable in Allen's study, it featured as one of the eight independent variables used in the present study. The present study is therefore, more extensive. The weakness in Allen's study is that it covered only one state and focused only on a single variable among many others that result to organizational effectiveness. The more expansive and extensive coverage would have given the study a wider outlook and provided the basis for higher level of dependability.

Adaora, Chukwuebuka and Okwuchukwu (2023) investigated the effect of reward system on employee productivity in Nigeria hospitality industry. The specific objectives of the study are to: assess the effect of sizeable wage and salary reward system on employee quality of service delivery in Nigeria hospitality industry and ascertain the effect of retirement benefits reward system on employee commitment in Nigeria hospitality industry. Research design was descriptive survey research. Study Area was Enugu State. Sample size of 378 respondents was drawn from 503 population of the study using Taro Yamane sample technique. The research question was answered with simple percentage,

mean and deviation while methods of data presentation are table and simple percentage. The hypotheses were tested with regression analysis comprising student-t statistics. The following are the major findings of the study: the study revealed that sizeable wage and salary reward system has significant effect on employee quality of service delivery in hospitality industry (t-statistics (8.312) > P-value (0.000); the study reveals that retirement benefits reward system has significant effect on employee commitment in hospitality industry (t-statistics (9.491) > P-value (0.000). The study concludes that there was positive and significant effect of reward system on employee productivity in hospitality industry especially in Nike Lake Resort Hotel Enugu Nigeria.

Bambang, Sonny, Edi and Dede (2022) examined the effect of competence, compensation, and work motivation on the performance of village officials in the Ciampel District, Karawang Regency. This research was conducted in the Ciampel District area. The purpose of this study is to obtain empirical evidence and find clarity of phenomena and conclusions about the Effect of Competence, Compensation, and Work Motivation on the Performance of Village Officials in the Ciampel District, Karawang Regency in 2019. This study uses a survey method using primary data obtained from questionnaires. The sample in this study was 85 employees. The data analysis technique used is descriptive quantitative using the path analysis method. This study indicates that the variables of competence, compensation, and work motivation partially have a significant effect on the performance of village officials. While simultaneously, the competency, compensation, and work motivation variables have a significant effect on the performance of the village apparatus. Based on the research results, it can be explained that the competency variable directly influences the most dominant variation in performance variables.

Ni putu ratna sari, et al (2019) the objective of the research was to analyze the influence of quality of work life on job satisfaction and work motivation. the determination of

respondents used was by using proportional stratified random sampling approach with a sample size of 240. the information evaluation approach used is structural equation modeling (SEM). the findings of this study showed that satisfaction and work motivation acted as an important variable to e have an effect on of QWL on employees' performance. Kiyani, Rizvi and Khan (2019) investigated the effect of safety climate on job satisfaction and job performance with psychological capital as a moderator between safety climate and job satisfaction as well as job performance. This research fills the gap by collecting empirical evidence from the emerging organizations of Pakistan. Conservation of resource theory (COR) is relevant to the research area. Data were collected from 300 employees from different Organizations. The current study is empirical and quantitative-based study is used to conducted research. Data were collected by convenient non-probability sampling techniques to be used and collected from employees working in the reputed organization; Chemical, Cement, Petroleum, Oil and Gas industry of Islamabad and Rawalpindi. Confirmatory Factor analysis was done through AMOS and hypotheses were tested through SPSS regression analysis process of Hayes model. To test the moderation effects, the process of Hayes model 1 was also performed. Safety climate has a positive relationship with the two DVs which are job performance and job satisfaction. Moreover, Psychological Capital played a significant moderating role between safety climate and job satisfaction as well as job performance. When Psychological capital was high, the relationship between safety climate and job performance as well as the relationship between safety climate and job satisfaction were stronger. These results are important for future studies. This research recommended top management and responsible authorities to promote safety climate activates between their organization in order to enhance their employees satisfy and high performed.

Harvinder and Yashwant (2014), in their study on the relationship between safety and healthy environment and industry's effectiveness sampled 350 respondents. The

questionnaire was used for data collection. Descriptive statistics were used for data analysis while the study hypotheses were tested using Pearson Product Moment Correlation (r). The study revealed that hotels with the most uncertain duty roasters, strict professional environment and heavy and sudden work pressures inducing lots of physical and mental labour on its employees often find their staff been stolen by hotels that rather provide straight forward duty roasters, flexible and favorable professional working environment, less heavy and sudden working pressures etc and as such, they lose valuable labour force, which would have effectively served the organization. Findings also showed that safety and a healthy work environment impacts significantly on the industry's effectiveness. The study was also relevant because like the others, it focused on healthy environment, which is one of the specific variables captured in the present study. The inability of the study to include other variables that predict organizational effectiveness such as motivation however, render its findings deficient for universal applicability.

Nwadukwe (2012) investigated safety and healthy environment management and effectiveness of Hotel Industries in Anambra State of Nigeria. A survey design was adopted in this study. The population of the study consisted of top hotels located in Anambra State. The study analyzed data using descriptive statistics and Pearson Product Moment Correlation statistic and found that hotels with a reasonable level of safety and a healthy working environment tend to survive the business more than others and that a safe and healthy work environment significantly influences hotel effectiveness, employee retention, profitability and its expansion. The findings would have probably been otherwise if there was a wide area of study beyond one state in Nigeria.

Methodology

The study employed survey design method. The area of the covered hospitality industry (Three Star Hotel) in North Central Nigeria. The population of the study consist 1481, a combination of management and operational staff from the available 21 Three Star Hotels

in North Central Nigeria Sample size of 315 was determined using Yamane's (1967) statistical formula, while sample stratification was achieved using Bowley's (1964) proportional allocation formula guiding the allocation of questionnaire among management and operational staff of the studied hotels. Data were collected through the use of a structure modified four-square Likert scale questionnaire, while data was processed using Statistical Package for Social Sciences (SPSS version 20 for Microsoft Windows).

Data presentation and Analysis

Regression Model Summary for Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.950[a]	.902	.902	2.113	.902	1325.174	2	287	.000

a. Predictors: (Constant), SHE, AFC

From the table above the regression coefficient of determination stood at 0.950 implying that 95.0% of the variations in motivation can be explained by variations in predictors (safe and healthy environment and adequate compensation,) while the remaining 5.0% is explained by variables other than predictors included in this model. This shows that there is a strong relationship between the predictors and the response variable (motivation). The significant F. Change 0.000 is less than .05 and the F- statistic is 1325.174 which is greater than the critical value, indicates that the relationship is statistically significant.

Regression Analysis for Model

Regression Coefficients for Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.345	.573		-.602	.548
	AFC	.673	.033	.690	20.206	.000
	SHE	.326	.038	.293	8.597	.000

a. Dependent Variable: MON

The table above reveals an intercept of -0.345 indicating that if the predictors where held constant there will be a 59.5% decrease in employee motivation. This indicates that the employee's motivation drops when expenditures are incurred on adequate fair compensation, safe and healthy environment, development of human capabilities, employee total life space, social relevance and constitutionalism.

The coefficient for adequate fair compensation stood at 0.690, indicating that a unit increase in adequate fair compensation (AFC) will result in a 69.0% increase in employees' motivation. The coefficient for safe and healthy environment (SHE) stood at 0.293, indicating that a unit increase in SHE will result in 29.3%increase in motivation of employees amongst the three Star Hotels in North Central, Nigeria. The associated probabilities are 0.000 and 0.000, respectively indicating that the relationship between adequate fair compensation, safe and healthy environment and employees' motivation at the three Star Hotels in North Central, Nigeria is significant.

Summary

The study summarizes as follows:

i. Adequate and Fair Compensation has significant effect on employee motivation in Three Star Hotels in North Central Nigeria.
ii. Safe and Healthy environment has significant effect on employee motivation in Three Star Hotels in North Central Nigeria.

Conclusion

Generally, quality of work life has significant effect on organizational effectiveness in Three Star Hotels in North Central Nigeria in particular, adequate and fair compensation and safety and healthy environment have effect on employee motivation respectively. safe and healthy environment and compensation rank as most important factors for the enhancement of organizational effectiveness in Three Star Hotels in North Central North Central Nigeria. In other words, apart from employees' desire to work in an organization that has high career progression prospects with a healthy surrounding environment and a good pay, they also desire to work in the organization that has a good policy on staff training and development, respect for rights of the employees and has a flexible schedule that has some free periods for the employees to take care of themselves and family.

Recommendations

The study recommendations, based on its findings:

Employee compensation should be given more attention to improve employee motivation in Three Star Hotels inNorth Central Nigeria. Compensations such as payment of adequate salaries and wages, bonuses, allowances such as transport and other grants due to staff should be taken more seriously by the management in places where these are not paid adequate attention. To ensure enhanced employee motivation, wage and salary surveys

should be conducted periodically and reviewed in accordance with findings from the surveys

Healthy work environment is crucial to the enhancement of employee motivation in Three Star Hotels inNorth Central Nigeria. Consequently, the standard of hygiene and cleanliness in hotels should be kept high as expected. The hotel industry accommodates guests of different kinds, including foreigners and therefore, the need to keep such environment very clean and healthy is absolute. Hotels should also be sited in environments that will not expose guests and workers to health hazards.

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