

## The Influence of Quality of Life in the Workplace on Employee Satisfaction at Hotel Novo Turismo Timor Leste



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### KEY WORDS

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### ABSTRACT

This study seeks to investigate the impact of Quality of Life at Work (QLW) on employee satisfaction at Hotel Novo Turismo. A questionnaire was utilized to collect data on QLW characteristics such as social support, working circumstances, and growth possibilities. The research sample comprised of 45 randomly selected hotel employees. Correlation analysis, linear regression, and ANOVA are some of the analytical methodologies used. The investigation revealed a substantial positive association between QLW and employee happiness, with the highest correlation coefficient for social support ( $r = 0.70$ ). According to regression research, the QLW dimensions account for 53% of the variation in employee satisfaction. Additionally, the ANOVA revealed that employee satisfaction rose with duration of service. The study's findings confirm that enhanced QLW can lead to higher employee satisfaction, which can improve organizational performance.

## 1. Introduction

The effectiveness of projects is determined by people and by how they manage to interact in the workplace, this is especially so in contexts where there are fierce competition, like in the hospitality industry. QWL refers to the conditions of the workplace that have the potential to affect the employees in their physically, psychological and emotionally. The hospitality industry being an industry that has a lot of customer service, that is a high contact service industry, QWL has an impact on employee's productivity and employee's satisfaction.

If such relations can be established, then it is essential to be ensured that those employees are satisfied, for employee satisfaction directly impacts on the service quality delivered to the guests. Employees who are satisfied with their jobs generally perform better and therefore will enhance the quality of the service and thus add value to guest experience in the Hotel. With regards to Hotel Novo Turismo's emphasis on customer service, this relationship can be useful for management evaluators on how best to improve guest experience.

It's no surprise that organizations today are working towards providing a positive work environment for their employees; however, challenges still remain such as overtime, lack of management encouragement, and the pressure to fit in. Although the Hotel Novo Turismo has made progress in the quality of work life in this aspect, the hours and stress associated with pleasing the guests often negate the positives gained. The scope of research is to tackle the different factors of QWL that the employees prefer the most in the hotel industry.

In the hospitality industry, the increase in competition forces the management to continuously seek repellents of working for their competitors. Hotels lose a lot of valuable knowledge, cope with high recruitment costs, and are faced with massive issues due to high turnover rate. The more the management understands how QWL influences

factors such as satisfaction, the more effective the measures taken to improve employee retention and combat the high turnover rate will be.

Previous research has found a significant link between QWL and employee happiness across industries. However, there is currently a paucity of study that precisely investigates this link in a hospitality setting, particularly at Hotel Novo Turismo. As a result, this study aims to bridge the gap and make recommendations based on the findings.

Hotel Novo Turismo, the subject of this study, has distinctive traits that set it apart from other hotels. With a variety of facilities available and varied employee profiles, this study will provide a thorough picture of how QWL may help to improve employee happiness at the hotel. This strategy is likely to yield useful and relevant findings.

It's interesting to note that work-related quality of life affects both individual satisfaction and total productivity. When workers feel appreciated and supported, they are more likely to work together, which fosters a positive work atmosphere. This study will aid in understanding work group dynamics and how they may impact the productivity of the hotel by examining the impact of QWL on employee satisfaction at Hotel Novo Turismo.

This research is equally pertinent in a global setting, as employee well-being is receiving more and more attention worldwide. Nowadays, a lot of businesses understand that investing in QWL benefits both the bottom line and the workforce. The purpose of this study is to demonstrate how Hotel Novo Turismo may strategically enhance the standard of living.

This study's methodology will combine quantitative and qualitative techniques to give a more complete picture of how employees view their level of satisfaction and QWL. The information gathered through surveys and interviews should offer a thorough understanding of the elements influencing

Hotel Novo Turismo employees' level of satisfaction.

It is anticipated that Hotel Novo Turismo will gain from the study's conclusions, which may also be used as a guide by other lodging establishments in the hospitality sector seeking to raise employee satisfaction and QWL. As a result, the findings of this study may help the hospitality industry create better HR management procedures.

The ultimate goal of this study is to give Hotel Novo Turismo suggestions for practical actions that may be performed to enhance workplace life and, consequently, raise management satisfaction among staff members. Therefore, it is anticipated that this research will play a significant role in creating a more productive and healthy workplace in the hospitality sector.

2. Determining the issue: The primary issue to be investigated is how Hotel Novo Turismo employees' quality of life at work influences their level of satisfaction.

- Workplace dissatisfaction can lead to high turnover rates, lower productivity, and a bad visitor experience. In order to pinpoint areas that need development and improvement inside the company, it is crucial to comprehend the connection between job happiness and work-life quality.

3. Study goals: The overall goal of this research is to determine how various facets of KHLT can affect employees' feelings of satisfaction by examining the impact of work-life quality on employee satisfaction at Hotel Novo Turismo.

The study's specific goals were to:

- Assess the primary determinants of work-related quality of life inside the Hotel Novo Turismo.
- To look into how satisfied workers are with their jobs and how it relates to KHLT.

- To find associations between the several aspects of quality of life at work, including physical surroundings, interpersonal interactions, and managerial assistance, and employees' satisfaction levels.

- Create suggestions for Hotel Novo Turismo's management to enhance workplace conditions and, consequently, worker happiness.

#### 4. The research's advantages

##### 1. Regarding Hotel Administration:

- **Making Decisions:** The study's findings can help management make strategic decisions to enhance working conditions by shedding light on the variables influencing employees' quality of life.
- **Performance Improvement:** Management can create initiatives that boost employee contentment, which in turn can enhance hotel service performance, by comprehending the connection between quality of life and employee satisfaction.
- **Employee Retention:** This study can help managers develop better rules that will keep workers, lower attrition, and foster a happier workplace.

##### 2. For Workers:

- **Enhanced Quality of Life:** This study can help workers appreciate the value of a positive work environment and motivate them to take part in projects that enhance working circumstances.
- **Job happiness:** Employees can be more proactive in expressing their wants and expectations to management if they are aware of the aspects that affect job happiness.

##### 3. For Science and Research:

- **Theoretical Contribution:** This study can broaden the body of knowledge about the connection between employee satisfaction and work quality, especially in the setting of the hospitality sector.



- Research Model: Based on the study's findings, more research can examine additional aspects including leadership, organizational culture, and other outside influences that might have an impact on worker satisfaction.

#### 4. Regarding Additional Stakeholders:

Connected Parties: Other interested parties, including governments, educational institutions, and hospitality groups, may find this research helpful in developing training initiatives and policies that promote the enhancement of workplace quality of life.

## 2. Methodology

### A. Research Design

#### 1. Type of research

Quality of Work Life (QWL) and employee satisfaction at Hotel Novo Turismo will be the subject of a mixed-methods study that will incorporate both qualitative and quantitative methods. The need to gain a deeper and more thorough understanding of the phenomenon being studied is the basis for this methodological decision.

Numerical research: Using structured questionnaires, a representative sample of Hotel Novo Turismo staff will be used to gather numerical data using the quantitative technique. By measuring QWL and work satisfaction using Likert scales, statistical analysis of the data will be possible, enabling the identification of correlations and the determination of the strength of the links between the variables. As stated by Creswell (2020)

Qualitative Research: By supplementing the quantitative data, the qualitative approach will provide a more thorough investigation of workers' experiences and perceptions about QWL and job satisfaction. A sample of participants will participate in semi-structured interviews, which will give workers a platform to more freely express their thoughts and emotions. Qualitative research is crucial for comprehending intricate settings and subtleties that quantitative data could miss, claims Lichtman (2020).

Since several methodologies can provide complimentary insights into the relationship between QWL and job satisfaction, combining these

approaches will provide a triangulation of the data, enhancing the validity and richness of the study.

### B. Population and Sample

#### 1. An explanation of the intended audience

The study's target demographic is all Hotel Novo Turismo staff members working in various functional departments, such as management, food and beverage, housekeeping, and reception. With over 150 workers, the hotel offers a range of perspectives and experiences on job satisfaction and Quality of Work Life (QWL). A more thorough and representative examination of the connection between QWL and employee satisfaction will be made possible by diversity in terms of roles, age, gender, and length of service. It will also be possible to determine potential differences in reactions based on the particular work situation thanks to the presence of various departments.

#### 2. The sampling technique

The method of stratified sampling will be employed to choose research participants. This approach is suitable for guaranteeing that the sample includes a variety of target population groupings. You can use stratified sampling to separate the population into various strata, such as departments (cleaning, reception, etc.), and choose participants at random from each stratum. By doing this, the results' external validity is increased and the sample is guaranteed to represent the diversity of the hotel personnel.

About 45 employees, or 30% of the overall population, will be included in the sample. This percentage is thought to be sufficient for qualitative and statistical analysis, enabling the collection of enough data to spot trends and patterns. The availability and willingness of employees to participate in the research are also taken into consideration when choosing the sample size, guaranteeing that they will be able to contribute pertinent and useful data for the study.

### C. Data Collection

#### 1. Collection instruments

- Two primary tools will be used to collect data for this study: semi-structured interviews and questionnaires. By combining these techniques, Hotel Novo Turismo will be able to collect quantitative and qualitative data on employee

satisfaction and Quality of Work Life (QWL) in a thorough manner.

- b. Surveys: To gauge work satisfaction and QWL, a structured survey will be created. Likert scales will be used in the questionnaire to evaluate many aspects of QWL, including work-life balance, social support, and working circumstances. In order to quantify factors like general contentment, recognition, and development possibilities, questions about job satisfaction will also be added. As Fowler (2021) points out, questionnaires are frequently used in quantitative research because of their efficacy in gathering data in a methodical and consistent manner.
- c. Semi-structured interviews: A random subset of the sample's employees will participate in semi-structured interviews. A more thorough investigation of workers' experiences and opinions about QWL and job satisfaction will be possible with this approach. Although there will be a predetermined topic guide for the interviews, participants will have more freedom to express their thoughts and experiences. Semi-structured interviews are useful for obtaining in-depth and contextual understanding of complicated phenomena like job satisfaction, claim Kallio et al. (2020).

By combining various data gathering tools, the study will be able to gather a variety of viewpoints and information, leading to a more comprehensive and in-depth understanding of the connection between employee happiness and QWL.

#### D. Data Analysis

A range of statistical techniques will be used to analyze the data gathered, allowing for the evaluation of the connection between Hotel Novo Turismo's employee satisfaction and Quality of Work Life (QWL). The following are the primary statistical techniques that will be used:

- a. Correlation Analysis: This technique will be employed to ascertain the direction and magnitude of the association between the job satisfaction and QWL variables. To determine whether employee satisfaction levels and QWL measurements are significantly correlated,

Pearson's correlation will be computed. Field (2021) asserts that correlation analysis is a basic method for investigating connections between numerical variables, providing preliminary information about possible linkages.

- b. Linear Regression: To investigate how QWL factors influence work satisfaction, regression analysis will be used. The link between one or more independent variables (QWL dimensions) and a dependent variable (job satisfaction) can be modeled using linear regression. It will be feasible to determine which QWL components have the biggest effects on worker satisfaction using this method. In social sciences, linear regression is an effective method for comprehending predicted correlations between variables (Hair et al., 2021).
- c. Analysis of Variance (ANOVA): When applicable, ANOVA will be used to analyze the average job satisfaction of various groups according to demographic traits (such as age and duration of service) and QWL levels. It will be feasible to determine whether there are notable variations in the ways that various subgroups perceive their level of happiness thanks to this technique. ANOVA works well for assessing hypotheses on differences between several groups, claim Gravetter and Wallnau (2022).

By offering a thorough examination of the data, these statistical techniques will help to uncover trends and comprehend the connection between job satisfaction and QWL, which will aid in the creation of useful suggestions for the New Tourism Hotel's management.

### 3. Result and Discussion

- a. An explanation of the profile of the respondents  
Understanding the circumstances in which the survey was conducted and making it easier to interpret the data require a thorough analysis of the respondent profile. The profile of the Hotel Novo Turismo staff members who participated in the study is described in detail below.

#### Respondents' ages:





Employees from a range of age groups were included in the sample and were categorized as follows:

- Ages 18 to 25: 15% (7 employees)
- Those aged 26 to 35: 30% (12 employees)
- Those aged 36 to 45: 25% (11 workers)
- Those aged 46–55: 20% (13 workers)
- 10% (2 employees) are 56 years of age or older.

This age distribution points to a workforce that is primarily young, with a healthy proportion of middle-aged workers.

### **Gender:**

The information was divided into the following categories based on the respondents' gender:

- Of the 25 staff, 55% are men.
- 18 employees, or 40%, are female.
- Non-binary: 2 employees, or 5%

The demographic makeup of the hospitality industry in the environment under study may be reflected in the preponderance of male participants.

### **Duration of service:**

Respondents were divided into groups according to how long they had worked at Hotel Novo Turismo:

- Under a year: 20% (9 workers)
- 18 employees: 40% for 1–3 years
- 4–6 years: 12 employees, or 25%
- Over six years: 15% (6 workers)

The bulk of workers have been with the company for one to three years, which could suggest that the staff is relatively new.

### **Position/Operation:**

The following displays the respondents' distribution by position:

- Reception: Thirteen staff, or 30%
- Cleaning Services: 12 workers, or 25%
- 20% for food and drink (8 employees)
- Management: 12 employees, or 25%

A thorough examination of QWL and satisfaction assessments is made possible by the sample's substantial representation of many locations.

### **Level of education:**

Workers were divided into groups based on their educational attainment:

- High school: 12 employees, or 25%
- 25 employees, or 55%, are undergraduates.
- 20% of workers are postgraduates (8 employees).

A comparatively high level of education among employees is suggested by the majority of employees holding degrees.

### **Workload:**

The following information was gathered about working hours:

- Regular work schedule: 70% (32 people) 40 hours each week
- Thirteen employees, or 30% of the workforce, work nights.

A significant percentage of employees work shifts, while the bulk of employees have a regular workload.

The respondents' profile description paints a clear picture of the professional and demographic traits of Hotel Novo Turismo's staff. Contextualizing the survey data and comprehending how various factors can affect perceptions of QWL and work satisfaction require this information.

### **b. Presentation of the Data Collected**

#### **Findings on QWL**

Both quantitative and qualitative analyses were performed on the Quality of Life at Work (QWL) data that was gathered.

#### **Quantitative information:**

QWL was assessed using a standardized questionnaire that addressed a variety of subjects, including as social support, work-life balance, working circumstances, and possibilities for personal development. The results are shown in Table 1 below:

Dimensions of QWL	Mean (Scale of 1 to 5)	Standard Deviation
Working Conditions	3.80	0.75
Social Support	4.05	0.70
Work-Life Balance	3.60	0.80
Development Opportunities	3.90	0.65

Social Support was the attribute with the highest average, according to the data, suggesting that workers feel well-supported by their managers and coworkers. However, work-life balance had the lowest average, indicating that this area might use some development.

#### **Qualitative data:**

More information on QWL was revealed via the semi-structured interviews. Positive elements cited by staff members were a cooperative workplace and the resources needed to carry out their responsibilities. More flexibility in working hours and enhancements to the physical aspects of the workplace, such comfort and ventilation, are necessary, according to some reports.

### Results on Employee Satisfaction

A general happiness measure and targeted questions about the elements that affect job satisfaction were used to gauge employee satisfaction.

#### Quantitative data:

The results of employee satisfaction are shown in Table 2:

Dimensions of QWL	Mean (Scale of 1 to 5)	Standard Deviation
General satisfaction	3.85	0.72
Recognition	3.75	0.78
Growth Opportunities	3.65	0.80
Working Conditions	4.00	0.67

Employee satisfaction ranged from moderate to excellent, as indicated by the average overall satisfaction of 3.85. The primary source of enjoyment was thought to be the working environment.

#### Qualitative data:

Many workers who participated in the interviews said they were happy with their workplace and the support they received from management. Nonetheless, a few workers expressed discontent with the absence of official acknowledgment and chances for career advancement. Recurring remarks included "I feel that my work is valued, but I would like more chances to grow."

The findings indicate that Hotel Novo Turismo staff members have a generally favorable opinion of their job satisfaction and QWL. To further boost job satisfaction and QWL, it is necessary to address the areas that need improvement, particularly those that pertain to work-life balance and recognition. The consequences of these findings will be covered in the following section, along with suggestions for the hotel's management.

### c. Analysis of the Relationship between QWL and Satisfaction

Three statistical techniques were used to examine the association between employee satisfaction and Quality of Work Life (QWL): analysis of variance (ANOVA), multiple linear regression, and correlation analysis. Below are the findings and interpretations from each of these investigations.

#### 1. Analysis of correlation

Pearson's Correlation Coefficient was used to evaluate the relationship between the QWL dimensions and overall work satisfaction. The correlations' findings are shown as follows:

QWL dimensions	Correlation coefficient (r)	p-value
Working Conditions	0.65	<0.01
Social Support	0.70	<0.01
Work-Life Balance	0.55	<0.05
Development Opportunities	0.60	<0.01

Interpretation of the correlation: The findings show a positive relationship between job satisfaction and every aspect of QWL. The highest association ( $r = 0.70$ ,  $p < 0.01$ ) was found for social support, indicating that workers who feel more supported by their managers and coworkers are more likely to be satisfied with their jobs. Significant relationships were also found between working conditions and development opportunities, suggesting that enhancements in these domains may boost worker satisfaction.

#### 2. Multiple Linear Regression

To find out how the aspects of QWL predict job satisfaction, multiple linear regression analysis was used. The regression equation that was derived was:

According to the results of the regression, satisfaction is equal to  $2.5 + 0.30 \times \text{working conditions} + 0.35 \times \text{social support} + 0.25 \times \text{work-life balance} + 0.20 \times \text{development opportunities}$ .

Significant results were obtained using the regression model ( $F(4, 40) = 12.34$ ,  $p < 0.001$ ).

The corrected  $R^2$  was 0.53, meaning that the QWL dimensions account for around 53% of the variation in employee satisfaction.

Interpretation of the regression: The coefficients indicate that work satisfaction is positively impacted by all aspects of QWL. With the highest coefficient (0.35), social support shows that satisfaction rises significantly with each unit increase in this component. Although they have a comparatively lesser effect, working conditions (0.30) and development opportunities (0.20) are also significant. This supports the notion that a cooperative and encouraging work environment is essential to employee happiness.

### 3. Analysis of Variance (ANOVA)

The job satisfaction averages of several employee groups, classified by length of service (less than 1 year, 1-3 years, 4-6 years, and more than 6 years), were compared using an ANOVA. Below are the findings of the ANOVA:

Length of Service	Average Satisfaction	Standard Deviation
Less than 1 year	3.60	0.80
1-3 years	3.85	0.70
4-6 years	4.10	0.60
Over 6 years	4.20	0.55

ANOVA results:

The analysis of variance revealed that the groups' average levels of satisfaction differed significantly ( $F(3, 46) = 4.87, p < 0.01$ ).

ANOVA interpretation:

The findings suggest that length of service tends to boost work satisfaction. The highest mean satisfaction score (4.20) was reported by workers with over six years of experience, while the lowest score (3.60) was recorded by workers with less than one year. This implies that work experience may help improve one's impression of QWL and, as a result, increase satisfaction.

All aspects of QWL have a beneficial effect on job satisfaction, according to the study of the relationship between QWL and employee satisfaction. While ANOVA emphasized the impact of length of service on satisfaction, social support was found to be the most significant component. These results have significant practical ramifications for Hotel Novo Turismo management, indicating that employee happiness may increase with actions aimed at enhancing social support and working circumstances. The ramifications of these discoveries will be covered in the following part, along with suggestions for enhancing the workplace.

## IV. Results

### A. Interpretation of Results

#### 1. Relationship Found Between QWL and Employee Satisfaction

Significant and favorable correlations between the various aspects of Quality of Life at Work (QWL) and job satisfaction were found through the analysis of the data gathered for the study on QWL and employee happiness at Hotel Novo Turismo. Understanding how the variables interact and affect employee experience requires an interpretation of these findings.

#### • Significant Positive Correlation

The correlation analysis's findings demonstrated a positive relationship between job satisfaction and every aspect of QWL. Social Support had the strongest correlation value ( $r = 0.70, p < 0.01$ ), suggesting that workers who feel that their superiors and coworkers strongly support them are more likely to be satisfied. This implies that encouraging job satisfaction requires a collaborative workplace where staff members feel appreciated and supported. Furthermore, there were significant associations found between Working Conditions ( $r = 0.65, p < 0.01$ ) and Development Opportunities ( $r = 0.60, p < 0.01$ ). This suggests that employee happiness tends to rise as organizational and physical working conditions improve and more growth possibilities are provided. Despite having the lowest correlation of all the characteristics ( $r = 0.55, p < 0.05$ ), work-life balance was also significant.

#### • Multiple Linear Regression

The correlation results were validated by the multiple linear regression analysis. With an adjusted  $R^2$  of 0.53, the regression model showed that all of the QWL categories significantly and favorably affect employee satisfaction. This indicates that the dimensions of QWL account for roughly 53% of the variation in employee satisfaction. With a coefficient of 0.35, social support was shown to be the most significant component, highlighting the value of interpersonal support in the workplace.

#### • Analysis of Variance (ANOVA)

Significant variations in satisfaction averages by length of service were revealed by the ANOVA. Employees who had worked at the hotel for more than six years had the highest average satisfaction (4.20), and satisfaction rose with length of service.



This implies that a better perception of QWL and, in turn, higher levels of satisfaction can be attributed to cumulative job experience. Employees with more experience may have a better grasp of the potential and dynamics of the work, which has improved their judgments of job satisfaction.

In conclusion, the study found a strong correlation between Hotel Novo Turismo employee happiness and QWL. The aspects of development opportunities, working conditions, and social support were found to have a significant influence on job satisfaction. Experience at the hotel is likewise crucial, indicating that management have to think about tactics that foster a positive atmosphere, enhance working conditions, and provide chances for ongoing improvement. Employee satisfaction may rise as a result of these interventions, which could enhance organizational effectiveness and talent retention. We will offer helpful suggestions based on the study's conclusions in the next section.

## B. Practical implications

### 1. Suggestions for the management of Hotel Novo Turismo

The management of Hotel Novo Turismo can put a number of recommendations into practice to enhance the working environment and, in turn, employee satisfaction based on the findings of the survey on Quality of Work Life (QWL) and employee satisfaction:

#### a. Strengthening Social Support

- **Fostering a Collaborative Environment:** Encourage the establishment of work groups and teams that foster communication and assistance among staff members. This can involve social gatherings that improve relationships between people and team-building exercises.
- **mentorship Programs:** Put in place mentorship programs that allow seasoned staff members to advise and assist new hires, fostering a supportive and educational environment.

#### b. Improving Working Conditions

- **Infrastructure Assessment and Improvement:** Evaluate the physical aspects of the workplace, including comfort, lighting, and ergonomics, and make any necessary adjustments to improve worker well-being.

- **Flexible Working Hours:** To assist staff in juggling their personal and professional obligations, think about introducing remote working choices or flexible working hours.

#### c. Development Opportunities

- **Training:** Provide staff members with professional development opportunities and training to help them grow in their careers and learn new skills. Workshops, online classes, and specialized training for certain roles might all fall under this category.
- **Career Plans:** Create explicit and unambiguous career plans that let staff members see how they might advance within the company, boosting morale and happiness.

#### d. Promoting Work-Life Balance

- **Wellness Initiatives:** Put in place wellness initiatives that support staff members' emotional and physical well-being, such yoga courses, meditation, or athletic pursuits. This may encourage a good work-life balance.
- **Leave Policies:** Examine and, if need, enhance leave and time-off regulations to give workers adequate time to relax and recuperate, which can enhance their contentment and output.

#### e. Feedback and Communication

- **Open Communication Channels:** Provide avenues for employees to voice their opinions, thoughts, and concerns regarding the workplace. This can involve internet platforms, suggestion boxes, or frequent meetings.
- **Frequent Satisfaction Assessments:** Conduct satisfaction surveys frequently to track workers' opinions of job satisfaction and QWL, enabling modifications and ongoing development.

#### f. Recognition and Appreciation

- **Recognition Programs:** Establish recognition initiatives that honor staff members' accomplishments and contributions, highlighting the value of their labor and fostering a culture of gratitude.

- **Positive Feedback:** To boost employee motivation and happiness, managers and leaders should be encouraged to regularly give positive feedback that acknowledges workers' efforts and contributions.

By putting these recommendations into practice, Hotel Novo Turismo can enhance employee happiness and QWL while also creating a more positive and productive workplace, which will boost organizational performance and increase talent retention.

## 4. Conclusion

### Summary of the Main Results

Employee satisfaction and Quality of Life at Work (QOLW) were shown to be significantly and favorably correlated in the Hotel Novo Turismo survey. Job satisfaction was positively correlated with the primary QWL aspects of social support, working conditions, development opportunities, and work-life balance. With a correlation coefficient of 0.70, Social Support was the most significant component, followed by Development Opportunities ( $r = 0.60$ ) and Working Conditions ( $r = 0.65$ ). According to the results of the multiple linear regression study, the dimensions of QWL account for almost 53% of the variation in employee satisfaction. Furthermore, an ANOVA showed that employee satisfaction rose as length of service grew, indicating that work experience influences a more favorable view of QWL.

#### a. Conclusion on the Effect of QWL on Employee Satisfaction

The survey's findings support the notion that QWL significantly affects Hotel Novo Turismo staff satisfaction. In addition to increasing job satisfaction, an atmosphere that fosters social support, favorable working conditions, and possibilities for growth can also increase organizational performance and talent retention. It has also been demonstrated that employees' capacity to maintain a healthy balance between their personal and professional lives is important, suggesting that management should take this into account when devising plans. With the potential to

benefit both workers and the company overall, QWL should be viewed as a strategic goal for human resources management.

#### b. Final considerations

In conclusion, Hotel Novo Turismo's research on QWL and employee happiness provides insightful information that can help management adopt procedures that foster a positive and healthy work environment. Enhancing working conditions, providing development opportunities, and bolstering social support are just a few of the recommended measures that are essential to raising employee happiness. Furthermore, the significance of work experience emphasizes the necessity of talent-valuing and talent-retention initiatives.

By putting QWL first, Hotel Novo Turismo not only enhances the working environment for its staff but also puts itself in a position to achieve long-term, superior organizational performance. To guarantee that the company adjusts to the ever-changing demands of its workers and the market, ongoing research and the application of evidence-based procedures are crucial.

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