

An analysis of Quality of Work Life and perceived service delivery and productivity



“Work banishes those three great evils, boredom, vice, and poverty”.

(Voltaire, 1759)

3.1. Introduction

Figure 3.1 offers the outline of this and the foregoing chapter. As shown in Figure 3.1, Chapter 2 focuses on providing the background information on the food and beverage sector, as well as on the food and beverage service employees and their working conditions. This chapter will focus on the work life domains that contribute to Quality of Work Life and the manner in which this contributes to perceived service delivery and productivity of food and beverage service employees.

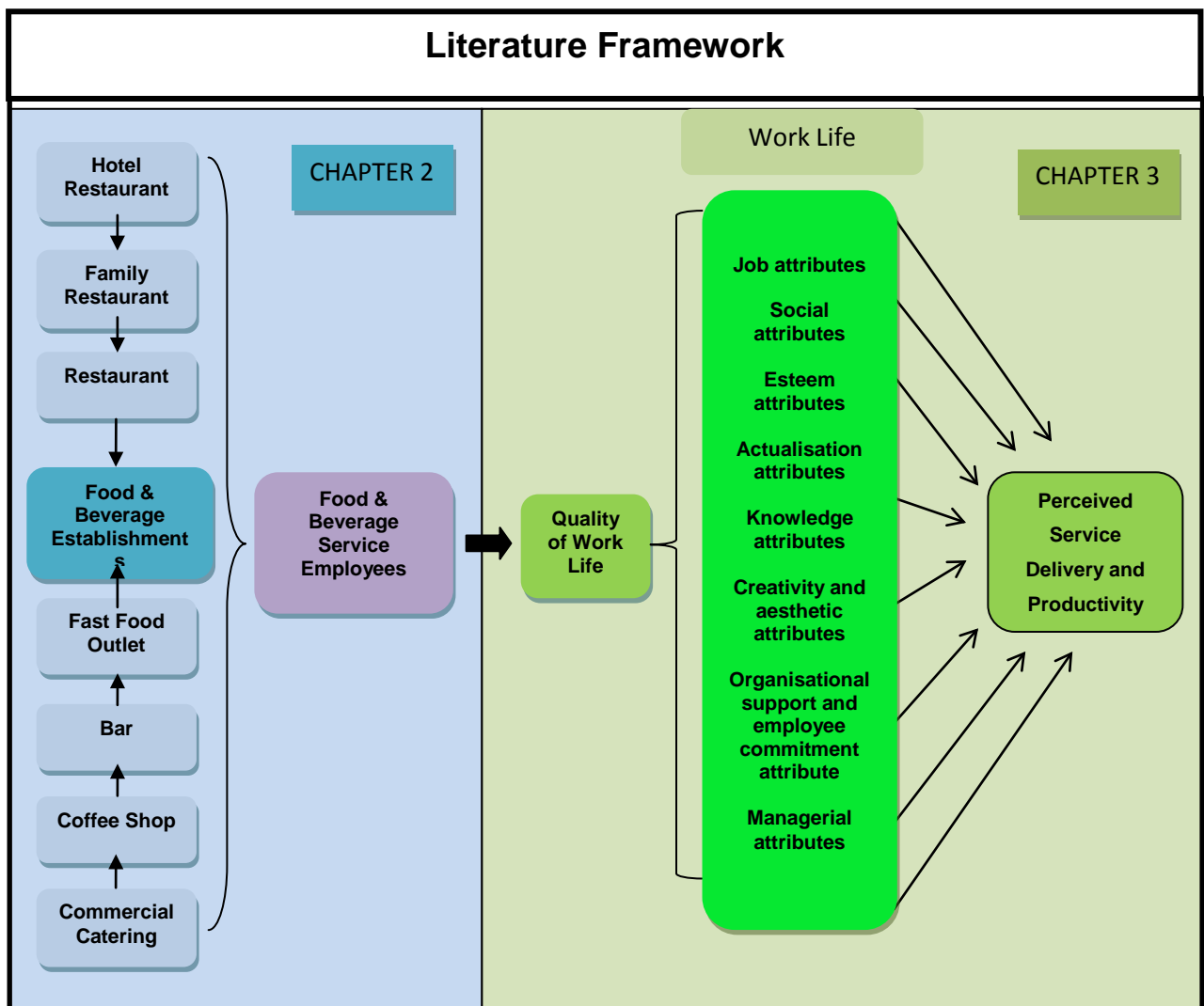


Figure 3.1: Layout of literature review

In Chapter 2, the importance of employee management in the food and beverage sector was discussed as this has a major impact on employees' job satisfaction. The importance of management tasks were also discussed, as was the setting of goals and objectives, as these address some of the challenges faced in the food and beverage sector. The goals and objectives can also be seen as outputs of the establishment. Regarding outputs, Figure 3.2 illustrates the system approach to management. The system approach to management may be defined as identifying, understanding and managing interrelated processes that, together, contribute to the organisation's effectiveness and efficiency in achieving its objectives (Flouris & Yilmaz, 2010:30). This approach, as described by Certo (1986:40), consists of inputs (such as knowledge and human capital), that go through a process (such as employee management), to deliver certain outputs (such as service and job satisfaction). This approach must be consistently evaluated to ensure that the outputs justify the inputs.

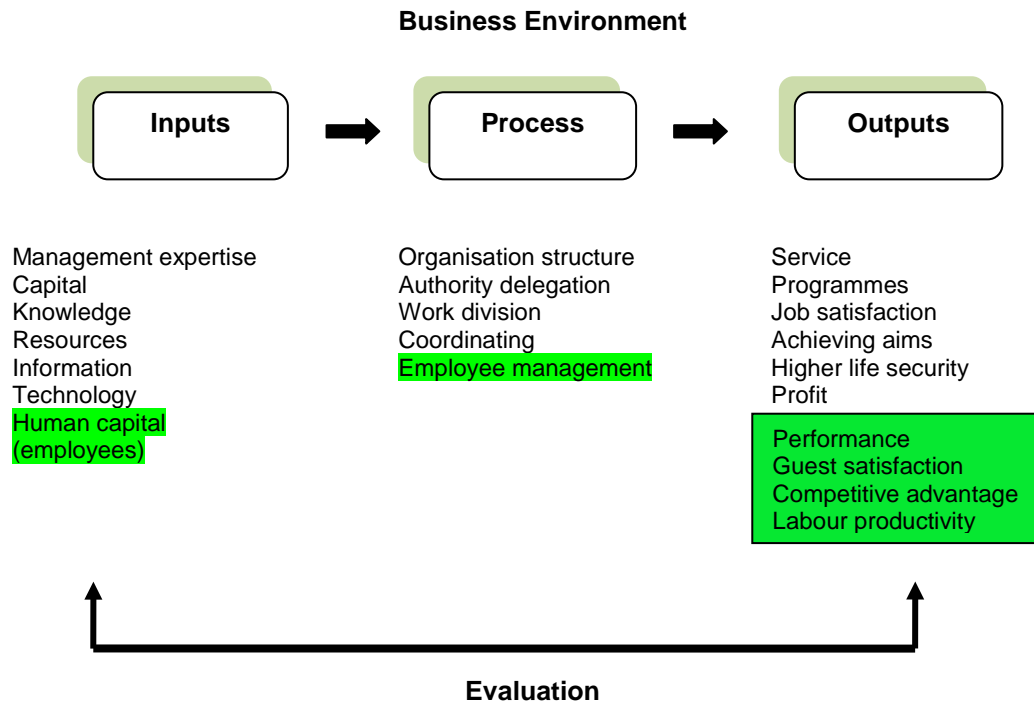


Figure 3.2: System approach to management
Source: Adapted from Certo (1986:40) and Saayman (2009:146)

One of the major outputs of this approach is job satisfaction. Employees receive salaries and fringe benefits by the standards of their industry that are seen as motivators. However, according to Yankelovich (1974:55), Hom & Kinicki (2001:975) and Silvestro (2002:33), there are widespread signs of employee dissatisfaction (c.f. 2.2.2 characteristics of the food and beverage sector, as well as, c.f. 2.4 South African food and beverage sector). Meeting and managing individual needs of employees is a challenging activity, seeing that not everyone has the same needs (Kiernan & Knutson, 1990:104).

Employees must therefore be motivated so that their needs are satisfied. The most efficient way to ensure that needs are satisfied is to motivate employees to the fact that the needs of the organisation and the needs of the employees are intertwined. Motivation is described by Langton & Robbins (2007:119) as the intensity, direction and persistence of effort a person shows in reaching a goal. When looking at intensity, this is concerned with how hard the individual will try, while direction indicates the way that the effort will be channelled to create favourable job-performance outcomes, and persistence indicates the measure of time that the effort can be maintained. Thus, a motivated employee will stay with a task long enough to achieve the goal. This is very important in the food and beverage sector due to the long working hours. Individuals who are intrinsically motivated will genuinely care about their work, will look for ways to improve it and are fulfilled by doing the work well. Intrinsic motivation is thus the internal desire that drives a person to do something for the sake of interest, challenge or

personal satisfaction (Langton & Robbins, 2007:120). Employee motivation has been and will be the deciding factor in work performance and, in turn, decides the success or failure of an organisation (Kim, 2006:20). Motivating employees could include factors such as appreciation of work done, sympathy, job security, good wages, promotion and growth in the organisation and good working conditions, among others rated as the most important motivation factors (Kim, 2006:22).

Considering the importance of intrinsic motivation, the job satisfaction experienced by employees is closely related to Quality of Work Life. Quality of Work Life enables employees to design their own level of overall job satisfaction that thus contributes to improved perceived service delivery and productivity. Keeping to the subject of the influence of employee management through the process of Quality of Work Life, this chapter will specifically set out to provide answers to the following questions:

- What is Quality of Work Life?
- What is the importance of job satisfaction in Quality of Work Life?
- What is the relationship between Quality of Work Life, job satisfaction and perceived service delivery and productivity?

3.2. What is Quality of Work Life?

Irving Bluestone devised the term “Quality of Work Life”, which began as a variable expressing the level of employee satisfaction and developed into an approach and series of programs ultimately designed to increase employee productivity (Bluestone, 1977:1; Proudfoot, Corr, Guest & Dunn, 2009:148). According to Langton & Robbins (2007:207) and Kiernan & Knutson (1990:103), Quality of Work Life is a process by which organisations respond to employees’ needs by developing mechanisms to allow the employees to share fully in making the decisions that design their lives at work. Quality of Work Life therefore reflects the organisation’s concern for its employees, and is usually indicated by whether or not there are recreation facilities, precautions for employee health and safety, training facilities, career advancement opportunities, employment security, satisfactory work conditions and ethical employment practices (Nel, 2001:166). These benefits contribute towards the fulfilment of the social needs of the employees, regardless whether the motivation behind them is noble or just to increase organisational performance. Kiernan & Knutson (1990:103) identified key aspects in Quality of Work Life. These include productivity (such as the productivity of employees that will influence organisational performance) and job satisfaction (such as more satisfied employees are more willing to work harder), participative management style (the management of employees by

making use of their own contributions) and flexibility in meeting individual needs (such as time to fetch children from school).

Quality of Work Life is comprised of various work life domains. The development of work life domains occurs in accordance with Maslow's needs. According to Sirgy (2002:xii) needs can be interpreted as in Maslow's needs hierarchy (Figure 3.3), thus implying that, when needs are satisfied and satiated, the individual can focus on higher-order needs (Hyde & Weathington, 2006:156).

Maslow (1970:15) identified different human needs, where the placing of the need in the hierarchy symbolises the influence that needs have on one another. Maslow's needs hierarchy includes psychological, safety, belonging, self-esteem and self-actualisation needs. As shown in Figure 3.3, Maslow's need hierarchy starts with basic human needs, which include physiological needs, and as one need is satisfied, the person is able to progress to the next higher-order need to be satisfied. According to Neal *et al.* (1999:154), the basic premise is that life satisfaction is functionally related to satisfaction with all of life's domains and sub-domains (such as work, family or leisure). They believe that as satisfaction occurs at various levels of specificity, the greater the satisfaction with domains such as work, personal health, family and leisure, the greater the satisfaction with overall life.

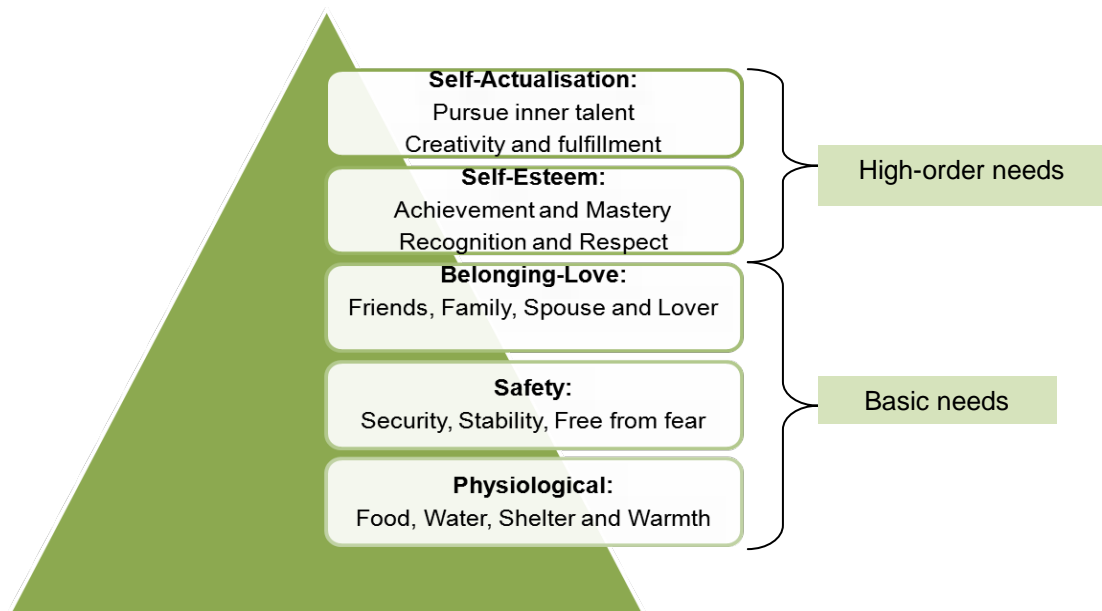


Figure 3.3: Maslow's needs hierarchy

Source: Maslow (1970:26)

Life domains are composed of various needs, thus work life domains will be composed of various work related needs (Neal *et al.*, 1999:154). These needs are characterised by certain

attributes and these attributes are used to develop the work life domains, as clarified in the next section.

3.2.1. Developing work life domains

Quality of Work Life consists of various life domains that should be fulfilled within the workplace to ensure job satisfaction. For the purpose of this study, these life domains have been grouped into work-related attributes, which reflect the characteristics associated with work as well as with the working environment attributes. This process was adopted using the methods followed in similar studies conducted by other researchers. These attributes include, but are not limited to, the following:

- Job attributes

As pointed out by Skalli *et al.* (2008:1906), job attributes are important as the attributes of an employees' job influences job satisfaction and higher job satisfaction is likely to result in higher performance at work. Since job satisfaction is a major contributor to Quality of Work Life (Taylor, 1977: 245; Sirgy *et al.*, 2001:241), the role of employee satisfaction at work is imperative. Thus, when examining the food and beverage sector, the attributes and characteristics of the sector such as poor remuneration, poor working conditions and unsociable working hours contribute to employees not experiencing job satisfaction (Kotzé, 2004:38; Lippitt, 1978:6; Rethinam & Ismail, 2008:58; Edvardsson & Gustavsson, 2003:159; Martel & Dupuis, 2006:362; Koonmee, Singhapakdi, Vivakul & Lee, 2010:21; Böckerman & Ilmakunnas, 2012:244).

- Social attributes

Keyes (1998:121) states that social well-being is the optimal functioning within social networks and communities. At work, a functional social network is created, wherein everyone must work together to achieve certain goals. Further, Keyes (1998:121) states that the evaluation of social integration, social contribution, social coherence, social actualisation and social acceptance contributes to social well-being. Well-being might be considered in terms of job satisfaction, job-related anxiety or job-related depression (Warr, 1987:91). The social needs of people cannot be ignored as these can have devastating effects on the human psyche. Thus it is necessary that employees experience, to a degree, a sense of social respect and acceptance in their working environment, especially in a sector such as food and beverage, where unsociable hours of work are demanded (Sirgy *et al.*, 2001:266; Lau, 2000:429; Kotzé, 2004:39; Lippitt, 1978:6; Shamir & Salomon, 1985:456; Edvardsson & Gustavsson, 2003:159; Martel & Dupuis, 2006:362; Koonmee *et al.*, 2010:21).

- Esteem attributes

This attribute is classified into two sub-sets, the first of which is the desire for strength, achievement, adequacy, mastery and competence, confidence, independence and freedom. The second sub-set is the desire for reputation or prestige, status, fame, glory dominance, recognition, attention, importance, dignity or appreciation (Maslow, 1970:21). When the self-esteem need is satisfied, it leads to feelings of self-confidence, worth, strength, capability, of being useful and necessary in the world (Maslow, 1970:21; Slåtten, 2010:320). Therefore, when food and beverage service employees are empowered to feel proud of themselves, this will show in the quality of their work (Sirgy *et al.*, 2001:267; Kotzé, 2004:39; Shamir & Salomon, 1985:457; Huang, Lawler & Lei, 2007:741; Koonmee *et al.*, 2010:21).

- Actualisation attributes

According to Maslow (1965:111), self-actualisation means experiencing fully, vividly, selflessly, with full concentration and total absorption. It is the moment when the self is actualising itself. Individuals experience such moments infrequently. Maslow (1965:113) states that self-actualisation means working to do well the thing that you want to do. People who are self-actualised listen to their own voices, they take responsibility, they are honest and they work harder (Maslow, 1965:115). Employees will be more prone to work hard, and a hardworking and productive employee will ensure that the guest is always satisfied. This is vital in the food and beverage sector where success is dependent on the quality of services delivered (Sirgy *et al.*, 2001:267; Kotzé, 2004:38; Lippitt, 1978:6; Huang *et al.*, 2007:741; Lau, 2000:429; Koonmee *et al.*, 2010:21).

- Knowledge attributes

When the basic cognitive need, according to Maslow (1970:24), “gets frustrated, it produces boredom, loss of zest in life, general depression and deterioration of intellectual life in intelligent people who lead stupid lives in stupid jobs”. The food and beverage sector is a challenging working environment, but like many other sectors, the job can become boring. Thus, it is necessary for employees to feel that they are stimulated cognitively, for example, through training, with challenging work tasks or by exposure to management/employee decision-making (Sirgy *et al.*, 2001:267; Lippitt, 1978:6; Koonmee *et al.*, 2010:21).

- Creativity and aesthetic attributes

According to Maslow (1970:25), “as humans we have a basic aesthetic need, as we can get sick of ugliness and crave actively the only cure which is beautiful surroundings”. Improving the working environment, by making it aesthetically pleasing and

instrumentally functional through layout, design aspects and atmosphere, will contribute to more productive employees (Vilnai-Yavetz, Rafaeli & Yaacov, 2005:546; Sirgy *et al.*, 2001:267; Huang *et al.*, 2007:741; Koonmee *et al.*, 2010:21).

- Organisational support and employee commitment attributes
Susskind *et al.* (2000:56) argue that perceived organisational support influences job satisfaction that, in turn, influences employee commitment. This rationale implies that when employees feel that they are supported by their place of work, for example, by receiving fringe benefits, training opportunities and performance appraisals, they will be more committed towards their establishment. Thus they will be more productive by being more willing to work overtime, deliver greater service and retain guests, for example (Kusluvan *et al.*, 2010:187-191; Tse & Ho, 2009:472).

Although various work life domains can influence Quality of Work Life, determining the Quality of Work Life in the food and beverage sector is nevertheless a challenging effort. This is because there are, as stated by Chiang, Birtch & Kwan (2010:25), many occupational and individual stressors that influence the Quality of Work Life of food and beverage service employees. Further, these stressors influence the performance and quality of service delivery. Some of these stressors were identified by O'Neill & Davis (2011:388) as being work arguments, interpersonal tension, co-worker tension, guest stressors and work overload. According to Chiang *et al.* (2010:25), these stressors are able to affect negatively the well-being of both employees (causing, for example, anxiety, depression and health problems) and organisations (for example, causing increased staff turnover and sick leave, reduced motivation and morale, poor quality of service and tarnished reputation). Addressing these issues may, therefore, contribute to improved service delivery and productivity since, as stated by Matzlera & Renzl (2007:1093), satisfaction, loyalty and commitment of employees are crucial for increasing performance. Hence, having quality of life at work will be to experience job satisfaction. The importance of job satisfaction in Quality of Work Life is discussed in the following section.

3.2.2. The importance of job satisfaction in Quality of Work Life

Job satisfaction is a major contributor to Quality of Work Life (Sirgy *et al.*, 2001:241) and the role of employee satisfaction at work is imperative. Job satisfaction is defined by Demirtas (2010:1069) as a positive or pleasant emotional state resulting from a person's appreciation of their own job or experience. According to Weiss (2002:13), employees who understand why they are performing certain functions, and how those functions contribute to the company's objectives, are more proficient and productive on the job. This may be achieved by involving

employees in decision-making and recognising their contributions in front of their peers, as these results in more motivated and productive employees (Weiss, 2002:13).

Figure 3.4 indicates that Quality of Work Life simultaneously influences both job satisfaction and employee productivity, as job satisfaction contributes to the performance of employees and *vice versa*. The Quality of Work Life also contributes to the organisation's performance as it influences the most important resource of an organisation, which is the work-force. When employees are satisfied at work and experience job satisfaction, this contributes to service quality as well as to customer satisfaction. The combination of employee satisfaction, service quality and customer satisfaction contributes to the organisational performance, which is in turn related to employee satisfaction. This then indicates that job satisfaction and employee satisfaction have a positive influence on service delivery and productivity. When employees are satisfied, they are more likely to work harder and provide better services *via* organisational citizenship behaviours. Further, employees who are satisfied with their jobs tend to be more involved in their employing organisations, and more dedicated to delivering services with a high level of quality (Bodek, 2003:25; Serey, 2006:8; Yee, Yeung & Cheng, 2008:653; Jeon & Choi, 2012:333).

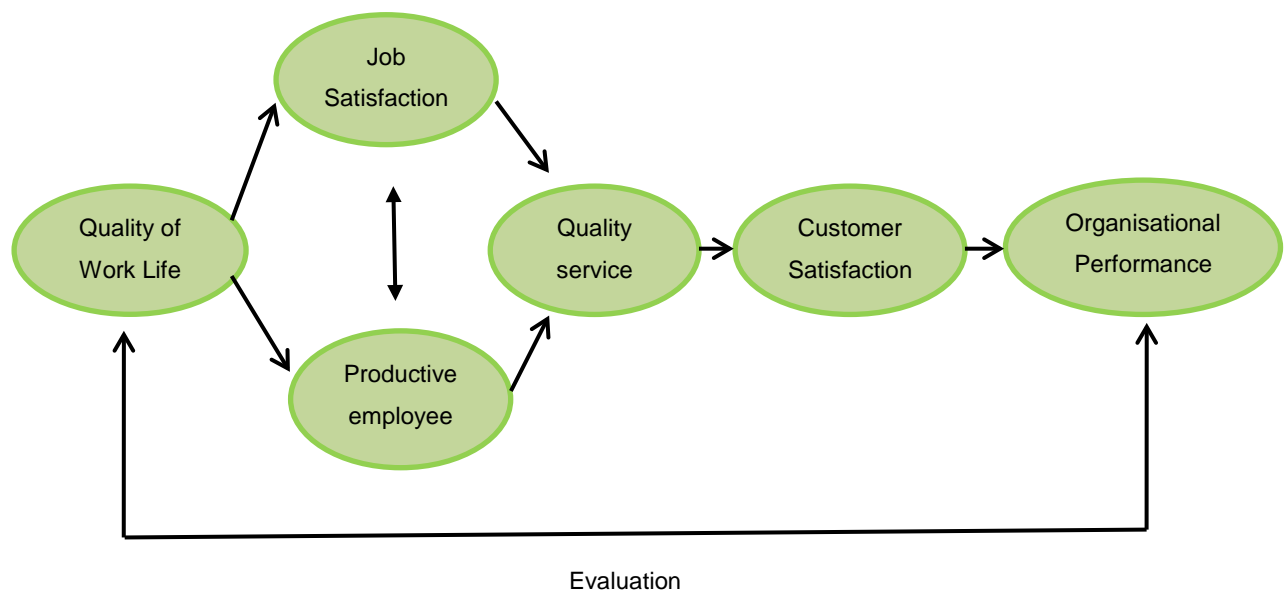


Figure 3.4: Quality-satisfaction-performance cycle
Source: Adapted from Yee, Yeung & Cheng (2008:662)

Quality service, customer satisfaction and loyalty are the basis of organisational performance (Kusluvan *et al.*, 2010:173). Customer satisfaction includes, but is not limited to, meeting expectations, motivations, attitudes and the service encounters, while organisational performance is dependent on the organisation's goals and objectives, for example, profitability,

competitive advantage or return on investment. However, this continuous process that has to be constantly evaluated for effective management.

As job satisfaction positively contributes to Quality of Work Life as well as to organisational performance, the improvement of job satisfaction will continually contribute to the influence that Quality of Work Life has on perceptions of service delivery and productivity of food and beverage service employees. This relationship is elaborated on in the next section.

3.3. The relationship between Quality of Work Life, job satisfaction and perceived service delivery and productivity

Figure 3.5 illustrates the relationship between Quality of Work Life and perceived service delivery and productivity as influenced by employee job satisfaction and *vice versa*. Job satisfaction, which is expressed as the appreciation that an employee has for the employees' job, describes the important relationship between the perceptions of employees and their current job. The positive perception that employees have towards their jobs contributes to high satisfaction, which may in turn lead to high performance (Zelenski, Murphy & Jenkins, 2008:523; Ford *et al.*, 2012:256). As previously discussed, job satisfaction also contributes to Quality of Work Life (which consists of various work life domains as indicated in Figure 3.5). It describes that employees will perceive a higher Quality of Work Life when they have reached an acceptable level of job satisfaction. This further complicates the management of job satisfaction as every employee has different states of job satisfaction (desired and actual) (Skrovan, 1983: xii; Sirgy *et al.*, 2001:241).

One important way to ensure a desired level of job satisfaction is to ensure that the working environment and conditions are functional and pleasing as this contributes to the satisfaction of needs in the working environment. The satisfaction of needs in the working environment is a further contributor to Quality of Work Life. Quality of Work Life, in collaboration with satisfying working environment needs, will produce employee commitment (Koonmee *et al.*, 2010:22). Employee commitment will, in turn, reduce intentions to resign and thus lower labour turnover, which is a pivotal outcome of job satisfaction (particularly in the food and beverage sector), as job satisfaction is the mitigator between employee commitment and organisational support (Demirtas, 2010:1070). Job satisfaction will lead to improved service delivery and productivity, as employees who appreciate their jobs are more likely to be more productive and consequently, to deliver improved quality service (Iverson, McLeod & Erwin, 1996:36).

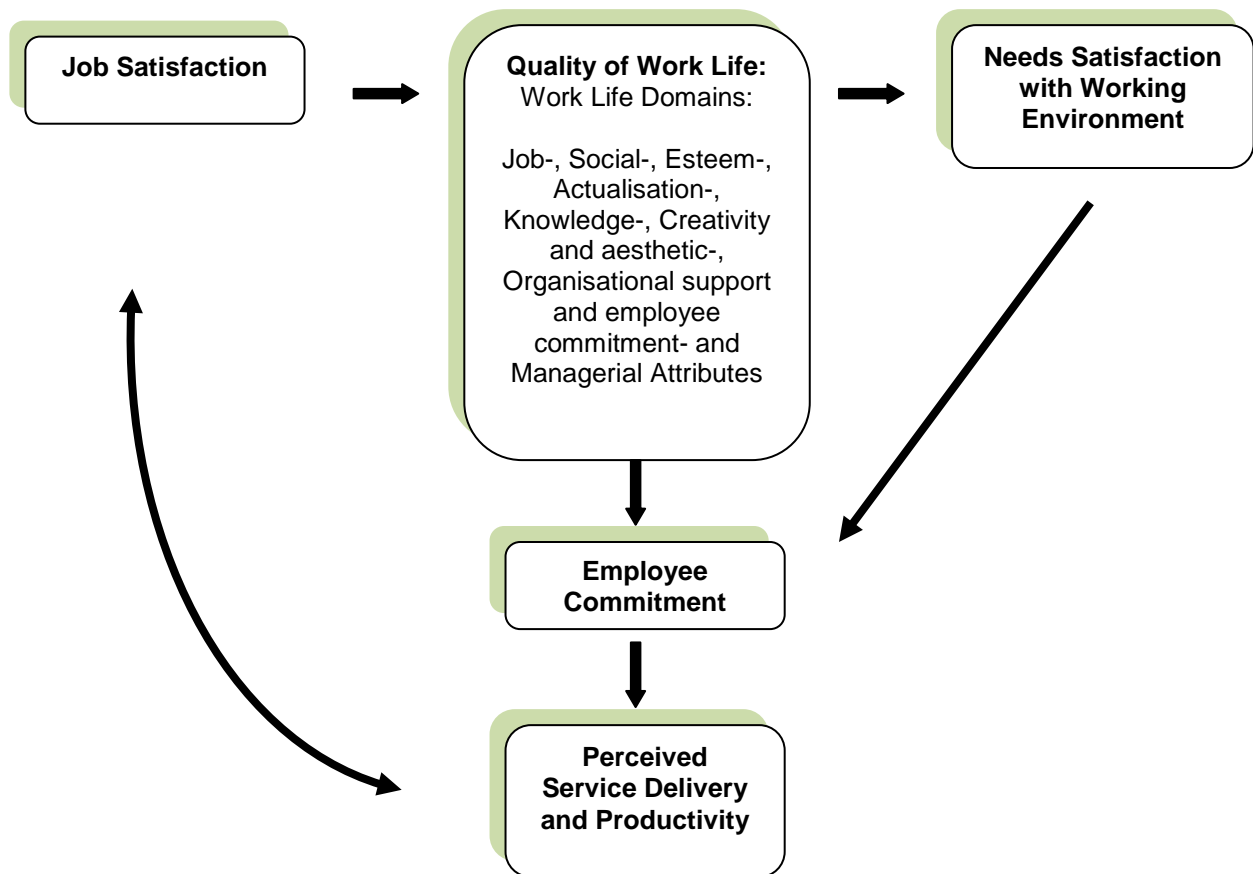


Figure 3.5: Relationship between Quality of Work Life and perceived service delivery and productivity

Source: Author's own figure based on literature

In order to better understand these two concepts (outcomes) as they affect the food and beverage sector, the next section has two parts, firstly, where perceived service delivery will be investigated. This will be followed, by a discussion on productivity.

3.3.1. Perceived service delivery

As discussed in Chapter 2, the food and beverage sector is burdened with many challenges (c.f. 2.4.1), all of which contribute to poor service delivery. Service is the performance of the organisation and its employees in meeting or exceeding the implicit promises made throughout the service encounter (Barrows *et al.*, 2012:667). When addressing perception (Schiffman & Kanuk, 2009:152), it should be seen as a process by which an individual selects, organises and interprets stimuli into a meaningful and coherent picture of the world. Alternatively, it can be described as how an employee sees the world. People tend to perceive the things they need or want, and the stronger the need, the greater the tendency to ignore other unrelated stimuli in

the environment (Schiffman & Kanuk, 2009:162). From this, one can see that **perceived service delivery** is the way in which employees see their own service delivery and is not the manner in which management or customers perceive the service as delivered by the employee (Cook *et al.*, 2010:62).

According to Barrows *et al.* (2012:669), the characteristic of services are that service is the experience of the guest, of the performance of the food and beverage service employees and that the personal nature of services makes it difficult to control service quality and as service “happens” to the guest. Hence, there can be no recall of “defective” service delivery. Ford *et al.* (2012:14) and Chung & Schneider (2002:70) agree stating that service has its own nature. They believe that, firstly, services are often not tangible products and, because of this, customers see employees, who deliver the service, as the tangible facet of the service. Secondly, because of the simultaneous production and delivery of services, service employees are largely responsible for quality control at the time of the service delivery. Finally, they offer that when customers are involved in the delivery of the service, it creates a special relationship between customers and employees. The manner in which the nature of services can be managed will briefly be discussed below:

- **Services are partly or wholly intangible**

Services are intangible and are almost impossible to assess the quality or value exactly. Further, every guest’s expectations are unique and thus every guest experience will be unique. Therefore, to ensure competitiveness it is important to make the intangible tangible by providing proof of the quality service (Bebko, 2000:9). Of course, this is much easier said than done.

- **Service is consumed at the moment or during the period of production or delivery**

Seeing that service is intangible and cannot be “taken home”, it is important to ensure that service delivery is consistently produced so that each guest has a high quality experience that meets expectations and also equal other guests experiences. Managerial control systems should not be focused on top-down approaches, but should rather trace information from bottom-up and, by empowering employees, they can be trained and trusted to deliver the guest service (Berry, Shankar, Parish, Cadwallader & Dotzel, 2006:57).

- **Services require interaction between the service provider and the customer**

Irrespective of the time span of the interaction, it is important to know that, in a face-to-face interaction, customers and employees must be taught to co-produce the experience. When the experience happens as it is consumed, the organisation needs to plan that new, inexperienced and unknowledgeable customers receive the same quality service experience as do the

returning, experienced and knowledgeable customers. According to Barrows *et al.* (2012:672), the face-to-face transaction has the greatest power to make an impression on the guest.

With the above nature of service in mind, there is nevertheless a difference between service and **quality service**, which is the ultimate goal of any establishment. Therefore, investigating quality service is critical. Determining the **quality of services** rendered is, however, rather demanding, as quality is often a very personal opinion (Cook *et al.*, 2010:62). An investigation into quality service is a result of the impact that it has on business performance, lower costs, customer satisfaction, customer loyalty and profitability (Seth *et al.*, 2005:913). According to Parasuraman (2002:7), service quality in service-orientated companies should involve customer perspectives to ensure that the desired productivity is achieved. Quality and productivity are distinct aspects of performance that parallel the distinction between the physical/cognitive and emotional labour interactions between employees and customers (Singh, 2000:31). Seeing as service has the ability to vary from day to day, from service employee to service employee and from customer to customer, standardising the service delivered seems like the appropriate response to offer constant quality, but standardisation does not, regrettably, enable the customised services that many customers value (Shiffman & Kanuk, 2009:180). The reputation of an establishment is seen as the ability to stay sustainably competitive or, in most cases, the ability to deliver quality services. This must however, include the service employees (Barrows *et al.*, 2012:688).

The service encounter, according to Ford *et al.* (2012:12), is used when referring to person-to-person interaction or series of interactions between the customer and the person delivering the service. In most instances, the service is produced and consumed simultaneously. For this reason, it is imperative that the service experience is the essential element as it has an unparalleled ability to enhance the guest experience (Barrows *et al.*, 2012:668). Ford *et al.* (2012:13) state that the most important aspects of the service delivery system are the people who interact with customers or guests as these service deliverers have the ability to make a difference to how customers feel about the value and quality of the experience. Baum (2006:95) agrees and notes that the contact that employees have with customers becomes the most important component, as this is where the *moments of truth* occur. These *moments of truth* (Barrows *et al.*, 2012:667; Ford *et al.*, 2012:12) are seen as the total guest experience when investigating the service encounter, in other words, the evaluation of quality service and the entire guest experience, as can be seen in Figure 3.6.

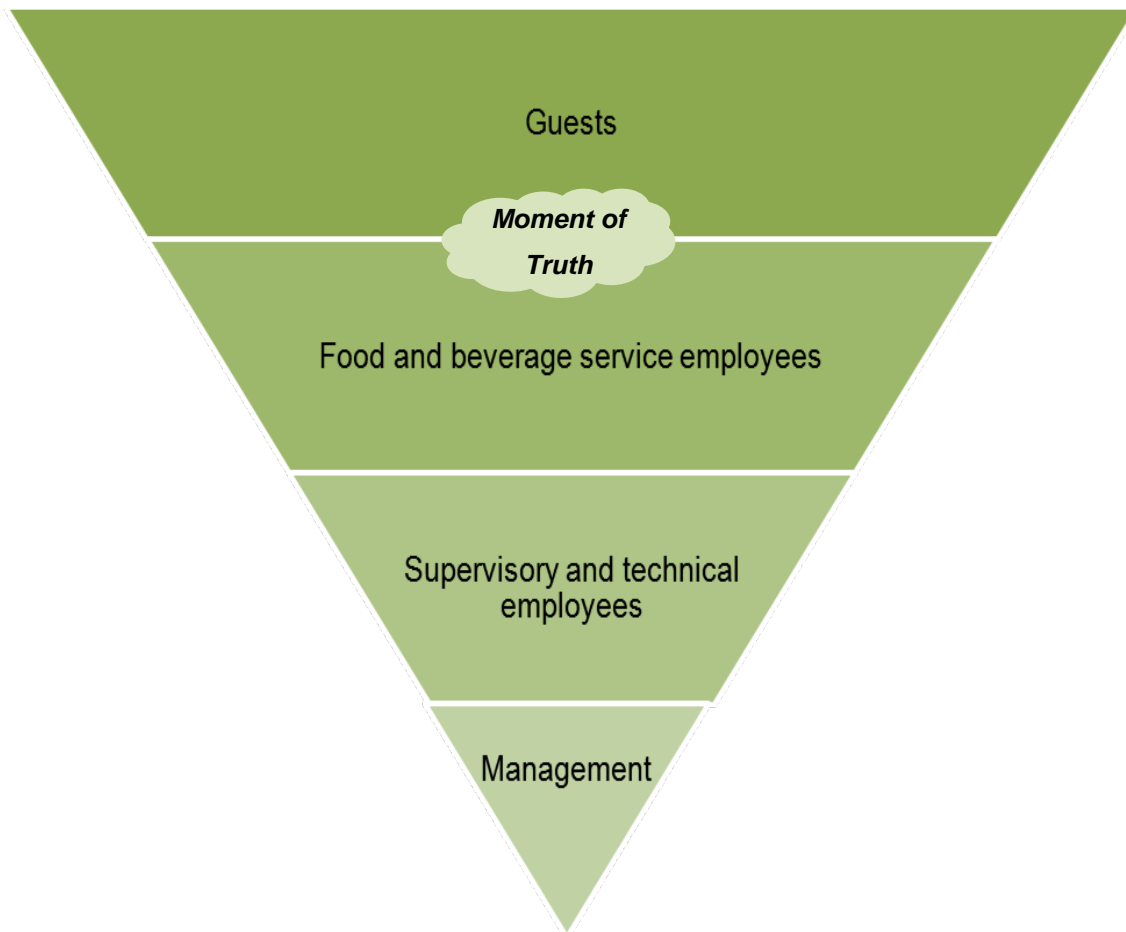


Figure 3.6: The Inverted Service Triangle

Source: Adapted from Baum (2006:95)

Figure 3.6 represents the impact that employees have on the guest experience when referring to quality service delivery. As noted above, *moments of truth* between employees and customers are one of the most important components to consider. It is at these *moments of truth* that make tangible the intangible service that is delivered. This can be done in various ways such as a smile, a gesture or an attitude (Barrows *et al.*, 2012:667; Ford *et al.*, 2012:12). At the top of the inverted triangle, it can be seen that the guests are the most important concern regarding the survival of the business. This priority is closely followed by the food and beverage service employees, who are the most influential internal aspect to consider, for they are the image of the organisation and how the organisation impacts its guests during their experiences. As stated by Crofts, Dickson & Ford (2005:60), “when employees don’t feel the magic, the guests won’t either”. The service employees, however, must be correctly managed to ensure that results of staff/guest contact are consistently favourable. Correct, that is appropriate, management, is therefore, followed by the different management levels, from supervisors to the company board, depending on the size of the establishment. Each level must ensure that, employees are able to discern what is important and what is not, depending on what management discusses with the employee (Crofts *et al.*, 2005:65).

The above indicates that when employee management is aimed at fulfilling the employees needs, it will generate favourable attitudes and behaviours resulting in improved performance (Kuvaas, 2008:2). The influence that employees have on service delivery and productivity is so critical that it is vital to understand the context in which employees perceive their own productivity. Thus, the only sustainable way to ensure quality service is to make use of a productive employee (Erickson & Gratton, 2007:3; Ballou & Godwin, 2007:43).

3.3.2. Productivity

Productivity is concerned with the efficient use of resources and, while it is easy to state, it is difficult to measure (Ball *et al.*, 1986:141). In its simplest form, productivity is the ratio between inputs and outputs (Hu & Cai, 2004:28). According to Smeral (2007:27), productivity is mostly driven by physical and human capital, innovation and the competitive environment. Productivity in the food and beverage sector is one of the most challenging topics where, by improving labour efficiency, a large impact can be made on profit improvement and performance (Mill, 2008:270; Nguyen & Nguyen, 2011:88).

According to Ford *et al.* (2012:257), to deliver great customer service it is necessary to have the right culture, to hire the right people and then to motivate them to perform. According to Kilic & Okumus (2005:326), the major factors influencing productivity in the food and beverage sector include staff training, staff recruitment, customer expectations, training of managers and quality service. They conclude that employee management is the main way to improve productivity. Grobler, Wörnich, Carrell, Elbert & Hatfield (2011:22) state that one of the biggest challenges facing South Africa is low worker productivity, as South Africa has, unfortunately, one of the lowest worker productivity rates in the world.

Productivity drivers according to Smeral (2007:30) include:

- physical capital,
- human capital, skills and training,
- best practice techniques, innovation and technology, and
- the competitive environment.

Smeral (2007:31) explains that the quality of human capital is another key factor for productivity development as this covers education, special skills and training. Employees tend not to perceive any attraction in training as there is already a shortage of traditional career opportunities. Human capital investment is a key way to increase productivity, as good, trained and well-managed staff will increase customer satisfaction and improve business growth.

Smeral (2007:31) further states that the investment in employee management is the key for the successful implementation and regeneration of strategies for boosting quality service.

When examining job satisfaction, quality service and productivity, there exists a strong belief that individuals with high job satisfaction will be more productive (see Figure 3.5). This implies that management has to invest time, money and energy to improve the Quality of Work Life of employees. It is also recognised by the “happy-productive worker theory” where the mutual theme running through the studies is the belief that employees who are happier or more satisfied in their job will also be better performers on those jobs (Kiernan & Knutson, 1990:103; Zelenski *et al.*, 2008:522). It therefore becomes important to investigate the relationship between Quality of Work Life, perceived service delivery and productivity in the food and beverage sector by consulting previous literature available on the topic.

3.4. A summary of previous research

As shown in Table 3.1, previous research conducted into each of the various topics, such as hospitality, food and beverage, Quality of Work Life, life domains, quality of service, perceived service delivery and productivity, indicates that these research areas have attracted great attention from across different fields of research. Much attention has been given to management, to guests satisfaction and to organisational performance with regard to profitability or marketing. However, little or no research has focused on the satisfaction of employees and how this relates to Quality of Work Life. There is, furthermore, a gap in available literature concerning the relationship between Quality of Work Life and the food and beverage sector in the South African context.

Therefore, this research aims to narrow this substantial gap in available literature concerning the importance and relationship of Quality of Work Life, perceived service delivery and productivity in the food and beverage sector, as well as researching the influence that this relationship might have on the South African food and beverage sector.

Table 3.1 Previous research summary

Area of Research	Author Information	Title of Article / Book	Short Description
Hospitality	Kandasamy & Ancheri (2009)	Hotel employees' expectations of (Quality of Work Life): A qualitative study.	The hospitality industry needs to provide a good Quality of Work Life in order to attract and retain employees: the importance of employee satisfaction is examined in the hospitality industry
	Crick & Spencer (2010)	Hospitality quality: new directions and new challenges.	Investigates the issues of service delivery in the hotel industry and how service delivery can be measured and what expectations are experienced.
	Ladhari (2009)	Service quality, emotional satisfaction and behavioural intentions.	Investigates service quality, emotional satisfaction and behavioural intentions in the hotel industry.
	Wang, Horng, Cheng & Killman (2011)	Factors influencing food and beverage employees' career success : A contextual Perspective.	Explores the important influential factors of Food and Beverage employees' career success in international tourist hotels and identified relationships among these factors from contextual perspectives.
	Lundberg <i>et al.</i> (2009)	Hertzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism.	Investigation to understand work motivation in a sample of seasonal workers at a tourism destination.
Food & beverage	Riley (2006)	Food and beverage management.	Reflects on the changes that have taken place in the food and beverage industry and reminds us of the complexity of the hospitality industry.
	Wildes (2007)	Attracting and retaining food servers: How internal service quality moderates occupational stigma.	To gain a better understanding of employee turnover, employee retention and motivation to work in the food service industry is examined.
	Rogers (2005)	Applied research and educational needs in food service management.	Examines why modern tourism and hospitality organisations are facing formidable challenges: notes that consumers demand higher quality of food, guarantee of safety and higher efficiency.

	Psomas & Fotopoulos (2009)	Total quality management practices and results in food companies.	The concept of total quality management is explored in the food sector.
	Hertzman & Barrash (2007)	An assessment of food safety knowledge and practices of catering employees.	Investigation into the knowledge needed in the food and beverage industry and how it influences the hospitality industry.
Quality of Work Life	Manning <i>et al.</i> (2005)	Measuring tourism and hospitality employee workplace perceptions.	Examines the Quality of Work Life and satisfaction in the workplace and how it influences the tourism and hospitality industry.
	Skalli <i>et al.</i> (2008)	Jobs as Lancaster goods: Facets of job satisfaction and overall job satisfaction.	The influence of overall job satisfaction is explored by reflecting on the combination of partial satisfactions related to various features in the workplace.
	Lee <i>et al.</i> (2007)	Further Validation of a Need-based Quality-of-work-life (QWL) Measure: Evidence from Marketing Practitioners.	Investigates employee satisfaction with two sets of major needs, these being lower- and higher-order needs. These needs are health/safety needs, economic/family needs, social needs, esteem needs, self-actualisation needs, knowledge needs and aesthetic needs.
	Wright & Cropanzano (2004)	The Role of Psychological Well-Being in Job Performance.	How well-being and performance influences the Quality of Work Life is explored with reference to Hawthorne experiment.
	Green & Hatch (2002)	Does business process reengineering diminish the Quality of Work Life?	Investigates how changes in the business environment have influenced the Quality of Work Life.
Life domains	Browne, O'Boyle, McGee, McDonald & Joyce (1997)	Development of a Direct Weighting Procedure for Quality of Life Domains.	Measuring the importance of different life domains will show what has to be focused on to improve quality of life.
	Gursoy (2009)	Life Dynamism Explorations on	Investigates how life characteristics can affect and influence quality of life.

		Perceived Quality of Life and Social Exchange Paradigms in Casino Settings.	
	Sirgy, Kruger, Lee & Yu (2011)	How Does a Travel Trip Affect Tourists' Life Satisfaction?	Explores life satisfaction through tourists' experiences of positive and negative effects associated with a recent tourist trip couched within various life domains (for example, social life, leisure life, family life, cultural life, health and safety, love life, work life, and financial life).
Quality of service	Ingram & Daskalakis (1999)	Measuring quality gaps in hotels: the case of Crete.	The use of SERVQUAL models and how the hotel industry uses the effect to determine the importance of service delivery of guests are explored.
	Sharpley & Forster (2003)	The implications of hotel employee attitudes for the development of quality tourism: the case of Cyprus.	Examines factors that may support or limit the drive towards quality service provision, with a variety of implications for business.
	Matzlera & Renzl (2007)	Assessing asymmetric effects in the formation of employee satisfaction.	Employee satisfaction as a central concern in the service industry in general and in hospitality and tourism in particular.
Perceived Service delivery	Humborstad <i>et al.</i> (2008)	Burnout and Service Employees' Willingness to Deliver Quality Service.	Employee burnout, quality service delivery willingness, effective organisational commitment, perceived organisational support, perceived supervisor support,
	Tse & Ho (2009)	Service Quality in the Hotel Industry.	Service failure; service recovery; hotels; customer satisfaction; critical incident technique,
	Sandoff (2012)	How humanism can contribute to the development and uniqueness of service management.	Service management, human resource management, standardisation, uniqueness, humanism, education,
	Vieira (2005)	Delivering Quality Service.	Ability to satisfy clients, co-workers' support, internal relationship marketing, services marketing, supervisors' support
Productivity	Jones & Pizam (2008)	Handbook of hospitality operations and IT.	Investigation into the productivity operations in the hospitality industry.

	Reynolds & Biel (2007)	Incorporating satisfaction measures into a restaurant productivity index.	Analyses the productivity of food service industry in the global service economy to find a holistic productivity metric.
	Parasuraman (2002)	Service quality and productivity: a synergistic perspective.	Explores companies that deliver services and how they should examine and broaden the productivity analysis.
	Cropanzano & Wright (2001)	When a “happy” worker is really a “productive” worker.	Explores the different aspects of job satisfaction and how well-being can improve overall productivity.
	Reynolds & Leeman (2007)	Does Combining Health Care Hospitality Services Increase Efficiency?	Examining hospitality services potential for efficiencies gained by merging departments in an attempt to leverage operational similarities with the goal of minimising labour costs while maintaining or increasing customer satisfaction.

3.5. Conclusion

The aim of this chapter was to investigate the relationship of work life domains that contribute to Quality of Work Life and the manner in which this contributes to perceived service delivery and productivity of food and beverage service employees by answering the following questions:

- What is Quality of Work Life?
- What is the importance of job satisfaction in Quality of Work Life?
- What is the relationship between Quality of Work Life, job satisfaction and perceived service delivery and productivity?

The discussions in this chapter emphasise that employees needs are a very important consideration as they contribute to job satisfaction. Job satisfaction, in turn, is a major contributor to Quality of Work Life. The rationale is that Quality of Work Life contributes to the perceived service delivery and performance of employees as satisfied employees tend to be more hardworking, more productive and will offer better quality services, particularly in a service-orientated sector such as the food and beverage sector.

The next chapter will discuss the empirical results on the relationship between life domains and perceived service delivery and productivity of food and beverage service employees in Potchefstroom.