

Dimensions of workplace dignity and its influence on intention to quit of hotel employees

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Abstract

Purpose: The objective of this study is to ascertain the fundamental elements of workplace dignity and assess its impact on the intention to quit among hotel employees.

Design/Methodology/Approach: The data set was collected from a sample of 215 employees working in 4 and 5-star hotels located in India. The utilization of factor analysis was employed in order to ascertain the many variables associated with workplace dignity, while its impact on the intention to resign was assessed by structural equation modeling (SEM). The study examines the hypotheses pertaining to the variations among employees in terms of workplace dignity through the utilization of t-tests, and ANOVA using SPSS-24 and AMOS-22 package.

Findings: The findings provide evidence in favour of the proposed correlation between the variables associated with workplace dignity and an employee's intention to resign from their employment. The findings indicate that there are variations in workplace dignity depending on gender and department of employment. Additionally, disparities in the desire to quit one's job are seen based on the employee's job position and department.

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Practical Implications: The research findings indicate that the primary factor influencing the intention to resign among employees is workplace dignity, with a particular emphasis on the level of recognition received in the job. The examination of variations in workplace dignity and desire to quit employment, as influenced by the department in which employees are situated, can provide HR managers with valuable insights for tailoring department-specific strategies.

Originality: This study is a pioneering effort in developing a workplace dignity measure specific to the hotel business in India, hence creating opportunities for further investigation in this area. Additionally, it directs focus towards the correlation between the intention to resign and the demographic characteristics of hotel personnel.

Subject Classification: 90B50: Management decision making, Including multiple objectives & 90B70: Theory of organizations, Manpower planning.

Keywords: Employee commitment, Workplace dignity, Hospitality industry, Intention to quit, Turnover.

Introduction

Employees can be referred to as the assets for every company. The major task for HR managers is to ensure the workplace is sustainable for the employees to work and those they are able to motivate the employees towards productivity. One of such important workplace aspects considered important for employees is the maintenance of workplace dignity (WD). According to Sayer (2011), the reason that dignity plays such a crucial role in context of a workplace is because it can both be achieved and put on a risk at. The term dignity can be defined as having a sense of worth, value, esteem or respect in personal terms which is sought to be achieved through either one's social position or through their humanitarian effort (Lee, 2008).

There are several commitments that characterise worker dedication. Employee association in an organisation is defined as a combination of responsibility, commitment, efficiency, and possession (Wellins and Concelman, 2005). Employee engagement is described by (Shuck and Wollard, 2010) as "a single worker's mental, close to home, and social state coordinated towards desired hierarchical outcomes."

According to Robbins and Judge (2016), employees that have less or negative views towards their jobs are more dissatisfied, but good sentiments promote job satisfaction and decrease the intention to quit the job.

The hospitality industry specifically requires its employees to be motivated to provide its guests with warm receptions. In such a situation workplace dignity may cause an influence on the work behaviour of its

citizens. There are abundant consequences that can be associated with dignity at workplace and amongst all the consequences Intention to Quit is the most important factor that trouble the hotel's HR (Lucas, 2017).

Datta (2020) have mentioned that the workplace dignity construct established in other countries may not be applicable in Indian context and studies to measure the influence of workplace dignity of hotel employees in India is still unexplored. Therefore, the objective of this study is to investigate the concept of workplace dignity within the hotel business in India and assess its impact on employees' intention to resign or leave the organisation.

Literature Review

Dignity achieved at work can often lead to several outcomes such as earned dignity at workplace can be referred to gaining of esteem and value for performing well in one's job (Castel, 1996). There are many instances taking place at workplace that might result in slipping away of dignity such as verbal abuse or humiliation (Khademi et. al., 2012) or being a bait to mismanagement practices at work, having assigned overwork or having paradoxes about participation and so on (Hodson, 2001).

Lucas (2017) mentioned about the history of workplace dignity and the philosophies associated with it. The Kantian philosophy by Immanuel Kant in the late 1700s is found to have an impact on the topic of workplace dignity. The workplace can be considered as a platform where dignity is often challenged. Zawadzki (2018) enquired about workplace dignity from a humanistic perspective. The factor of workplace dignity is indeed found to reflect the humanization and dehumanization processes in the workplace.

Lucas et. al. (2017) studied about the effects of workplace dignity and its effects on engagement and misbehaviour. The study focused on determining the organisational performance and found that an increase in the dignity of employees lead to an increase in their engagement, but the same is seen to have mixed counterproductive behaviours.

Baker & Lucas (2017) addressed a very crucial aspect of workplace dignity associated with the LGBTQ community. The interviews conducted among 36 workers from the community generated very interesting insights. The community is found to be threatened by identity related sensitive inequalities at work which goes on to trigger their safety and security status. The threats received are often in the form social and physical harm.

Winchenbach et. al. (2019) talked about the role of dignity when employing people in the tourism sector. The dignity was found to be responsible for achieving the goals associated with sustainable development and helps in providing psychosocial aspect of an individual associated with the process of WD.

Purpose of Study

The objectives are as follows:

1. To measure the influence of workplace dignity on Intention to Quit
2. To determine the differences about workplace dignity and Intention to Quit with demographic variables (Gender, Job Position, Job Tenure, Hotel Category)

For fulfilling the above mentioned objectives, the hypotheses set up for the study are as mentioned below:

Workplace dignity in hotel industry

While studying about the role of WD among the hotels' staff, Nimri et. al. (2020) mentioned that they undergo one of the most difficult aspects of the job in their sector. The sources through which the housekeeping in hotels is found to generate dignity at workplace are personal inclinations, their capabilities and dispositions along with their affective domain quality. There are several work modes in the hotel industry that requires constantly being in contact with consumers. The ones associated with the housekeeping have been mentioned as disgusting and dirty by several researchers (Knox et. al., 2015).

With reference to determining the various aspects of WD in the hotel industry, the following hypotheses have been constructed.

A Datta & Singh (2017) found the implementation of unbalanced work practices when it comes to its male and female employees in the hotel industry. Kuria et. al. (2011) too indicated the presence of gender based differences existing in workplaces.

Hypothesis 1: The perception of workplace dignity varies among hotel employees of various genders.

Gangai, (2013); Zhang & Liu (2010) pointed out the difference in work climate among the three levels of employees at a hotel. The job nature of the top, middle and lower level employees depict quite different aspects.

Hypothesis 2: The perception of workplace dignity varies among hotel employees occupying different employment job positions.

According to Gangai (2013), the diverse nature of work undertaken by the different departments in a hotel is unavoidable. There are noticeable differences in the job demands of an employee working at the front office with that of someone in charge of the culinary section.

Hypothesis 3: The perception of workplace dignity varies among hotel employees across different departments.

Workplace Dignity and Intention to Quit

A negative relationship between the engagement of employees and their turnover intention is reported when talking about employees in the hospitality sector (Park & Gursoy, 2012). Weng et. al. (2018) considered the factors of attachment to the place, one's intention to relocate and intention to quit when moderating these relationships by occupational commitment. The association between Intention to Quit and intent to relocate is somewhat mediated by the intent to relocate. There is a strong positive correlation between the intention to resign and the intention to migrate when individuals have a greater level of employees' organisational commitment. Employees' organisational commitment has a major role in regulating the relationship between attachment to the workplace and the intention to quit.

Datta & Singh (2018) conducted a study to specifically study the case of luxury hotel employees with respect to the various components in the organisational climate. With 504 respondents in 18 luxury hotels the study identified five components. The study's findings indicate that there exist notable disparities in the perception of hotel personnel, which may be attributed to factors such as the hotel's category, the employees' commitment levels within the company, and their gender. Hence, the hypothesis of the study includes the one below:

Hypothesis 4: Positive workplace dignity inversely influences Intention to Quit.

Methods

The most appropriate method for the study has been found to be based on empirical evidences gathered through a quantitative approach. The survey instrument has been developed as a structured questionnaire,

drawing inspiration from several previous scholarly works. The instrument once constructed has been thoroughly reviewed by experts in the field. A list of 20 statements arranged in a 7 point Likert Scale is initially presented to 30 respondents as a part of the pilot testing. After attaining acceptable Cronbach's Alpha value and incorporating the alterations noticed during the study, the final data collection procedure is started. The questionnaire includes a list of 20 items corresponding to workplace dignity and Intention to Quit.

Population and Process

The research included individuals who are employed at upscale hotels located in Jaipur, Rajasthan. The hotels chosen for the purpose of sampling fall within the categories of either 4-star or 5-star establishments. The study employed a non-probabilistic sampling approach, specifically utilising quota sampling to choose hotels from a predetermined list and convenience sampling to reach out to respondents inside those hotels. A total of 215 responses from 250 samples received out of them 67% are male employees while 33% percent of them are females were considered for the data analysis and interpretation part. The responses based on their incompetency and missing questions are discarded from the final data analysis process.

According to the work place scenario by Labour Bureau (2014), it is dominated by the male with only 23% female contributing to the space. The same depiction can be seen in this sample collection as well. The majority of employees in the workforce fall below the age bracket of below 25 years, comprising 62.8% of the total. It shows that the young generation concentration in the hotel industry. The responses collected are majority (56.3%) from the entry level employees as the number of employees in the higher levels eventually decreases.

The respondents are further enquired about their work experience in that particular hotel and it is seen that the 87% of the employees are not older than 5 years in the hotel. The data consists of 47.4% employees from 4- Hotel Category hotel and the rest 52.6% belongs to that of 5-star hotels in Jaipur. The respondents enquired work in different departments in the hotel ranging from front office (17.7%) to housekeeping (16.7%) to human recourses (7.9%), sales & marketing (5.1%) etc. A demographic description is mentioned below. A demographic description is shown in Table 1.

Table 1
Sample distribution

Demographic Variables		Frequency	%
Gender	Male	144	67.0
	Female	71	32.9
Age	Less than 25 years	135	62.8
	Between 25-35 years	66	29.7
	More than 35 years	14	7.5
Job Position	Frontline	121	56.2
	Supervisor	69	32.1
	Managerial	25	11.6
Hotel Category	4-Star	102	47.4
	5-Star	113	52.6
Department	Accounts	27	12.6 %
	Administration	9	4.2 %
	Engineering	3	1.4 %
	F&B Services	37	17.2 %
	Food Production	30	14.0 %
	Front Office	38	17.7 %
	Housekeeping	36	16.7 %
	Human Resource	17	7.9 %
	Technical	2	0.9 %
	Operations	5	2.3 %
	Sales-Marketing	11	5.1 %

Data Processing

The study analysis has been done in three distinct stages. During the first phase, the data structure of WD would be determined via the use of exploratory factor analysis (EFA). Subsequently, the adequacy of the construct's model fit would be verified by employing confirmatory factor analysis (CFA). Once the establishment of the appropriate data structure pertaining to the factors has been accomplished, statistical analyses such as t-tests and ANOVA are conducted to ascertain the association between an employee's workplace dignity, Intention to Quit, and organisational commitment, and their corresponding demographic composition. Finally,

to assess the influence of workplace dignity on the intention to resign and organisational commitment, a multiple linear regression analysis would be performed.

Below table represents the descriptive statistics associated with each of the questionnaire items in detail.

Table 2
Descriptive Analysis of the Items

Variables	Items		Mean	Std. Deviation
Workplace Dignity	WD1	The individuals at my workplace engage in polite communication with me.	4.08	2.09
	WD 2	I have a sense of being esteemed when engaging in professional interactions with others at workplace.	4.12	2.25
	WD 3	I receive respectful treatment in my workplace.	4.21	2.21
	WD 4	In my workplace, I am afforded the opportunity to enhance and cultivate my skill set.	4.12	1.92
	WD 5	My colleagues in the workplace acknowledge and appreciate my skills and competencies.	4.27	1.99
	WD 6	Individuals demonstrate their appreciation for my dedicated work.	4.13	2.28
	WD 7	In the workplace, individuals engage with me on an equal basis, irrespective of their organisational position.	3.90	2.09
	WD 8	I perceive myself to be as respected inside the organisational environment as my fellow workers.	4.00	2.18
	WD 9	In the workplace, I am recognised for my own worth as an individual.	4.25	2.43

Contd...

	WD 10	Individuals in the workplace have a tendency to regard me as a human being, rather than only as an employee.	4.15	2.27
	WD 11	The place of work where I work acts as a majorsource of personal dignity for me.	4.08	2.27
	WD 12	I feel a sense of dignity in my workplace.	4.11	2.14
	WD 13	I have a sense of dignity and worth in0020my professional environment.	4.37	2.14
	WD 14	I receive a treatment like that of a second-class person by others at my workplace.	4.63	1.68
	WD 15	I am treated to devalue that feels like an object.	4.29	1.56
	WD 16	My self-worth has been reduced in the professional atmosphere.	4.07	1.91
	WD 17	I experience instances of being disrespectful inside my workplace environment.	3.94	1.86
Intention to Quit	ITQ18	Frequently, I face thinking of leaving my job in the hotel industry.	4.39	1.46
	ITQ19	I am thinking to change another job.	4.97	1.01
	ITQ20	I may completely shift in a different career sector by the coming year.	4.13	1.39
* reverse coded				

EFA

The first factor as seen in Table 3 shows the workplace dignity is measured using 17 items. The EFA conducted using PAF and Varimax Rotation, generated two factors with eigenvalues greater than 1. As per suggestions of Hair et. al. (2006), for a sample size of more than 200 factor loadings greater than 0.50 can be considered for an item. Table below shows the respective factor loadings for the 17 items considered.

Table 3
Workplace Dignity Factor Loadings

Factor Loadings			
	Factors		
	1	2	Individuality
WD 1	0.95		0.088
WD 2	0.96		0.062
WD 3	0.97		0.049
WD 4	0.88		0.206
WD 5	0.91		0.153
WD 6	0.95		0.080
WD 7	0.91		0.145
WD 8	0.93		0.118
WD 9	0.93		0.123
WD 10	0.94		0.108
WD 11	0.93		0.127
WD 12	0.93		0.121
WD 13	0.86		0.235
WD 14		0.63	0.582
WD15		0.94	0.097
WD16		0.85	0.210
WD17		0.56	0.441
<i>Note: 'Principal axis factoring' extraction method is used with a 'varimax' rotation</i>			

Items WD 1 to 13 correspond to factor 1 with all loadings above 0.80; the factors WD14 to 17 are seen to belong to factor 2. Thus, with respect to workplace dignity two factors – one named as Recognition at Work consisting of 13 items and the second one can be identified as Barriers to dignity with four factors. Applying the extraction method it is found that the 17 items used in the variable of workplace dignity extracts two factors with Eigen values greater than one and it explains 82.6 % of the variance.

The items Intention to Quit is seen to generate a single factor with the variables considered in it. Each of these items is reportedly seen to have factor loadings above 0.40. EFA thus conducted, generated four factors with 20 items where the first consists of thirteen items representing Recognition at Work, the second consisting of four factors representing Barriers in Workplace Dignity and the third with three items representing Intention to Quit.

CFA

The construct was tested using CFA for confirmation associated with the fitness of the data. While the reliability is measured through the Cronbach's Alpha value generated from the test, for validity the process of Average Variance Extracted (AVE) is used. The 20 items corresponding to the three factors generate a Cronbach's Alpha value of 0.956 which is greater than the acceptable threshold of 0.7 (Hair et. al., 2006).

In the next step we are determining the validity of the items to be able to determine the model fit of the data structure. According to Fornell & Larcker (1981), the acceptable values for AVE to declare the validity of the items is to be greater than 0.4. The AVE values for the factors of Recognition at Work, Barriers in Workplace Dignity and Intention to Quit, are found to be 0.541, 0.589 and 0.423. Thus, the validity and reliability for the mentioned data items are found to be satisfied. The estimates generated from the CFA conducted are given below in Table 4.

Table 4
Factor Loadings for the CFA

Factor	Indicator	Est.	SE	Z	p
Recognition at Work	WD 1	2.015	0.1039	19.40	<.001
	WD 2	2.190	0.1113	19.68	<.001
	WD 3	2.158	0.1087	19.85	<.001
	WD 4	1.694	0.1020	16.60	<.001
	WD 5	1.805	0.1035	17.44	<.001
	WD 6	2.192	0.1139	19.25	<.001
	WD 7	1.926	0.1079	17.85	<.001
	WD 8	2.039	0.1112	18.35	<.001
	WD 9	2.289	0.1230	18.61	<.001
	WD 10	2.144	0.1150	18.65	<.001
	WD 11	2.073	0.1182	17.54	<.001
	WD 12	1.961	0.1111	17.65	<.001
	WD 13	1.826	0.1159	15.76	<.001
Barriers in Workplace Dignity	WD 14	0.920	0.1191	7.72	<.001
	WD15_T	-1.262	0.0957	-13.19	<.001
	WD16_T	-1.804	0.1092	-16.53	<.001
	WD17_T	-1.231	0.1133	-10.87	<.001
Intention to Quit	ITQ18	1.097	0.1432	7.66	<.001
	ITQ19	0.564	0.0830	6.80	<.001
	ITQ20	0.714	0.1167	6.12	<.001

Table 5
Factor Covariance

		Estimate	SE	Z	P
Recognition at Work	Recognition at Work	1.000			
	Barriers in Workplace Dignity	-0.269	0.0700	-3.85	< .001
	Intention to Quit	0.251	0.0944	2.65	0.008
Barriers in Workplace Dignity	Barriers in Workplace Dignity	1.000			
	Intention to Quit	-0.109	0.0913	-1.19	0.233
Intention to Quit	Intention to Quit	1.000			

Table 6
Test for Exact Fit

χ^2	df	P
1514	167	< .001

Table 7
Model Fit Measures

			RMSEA 90% CI	
CFI	TLI	RMSEA	Lower	Upper
0.803	0.776	0.194	0.185	0.203

Tables 5, 6 and 7 shows the model fit indices for the data structure after deleting the variables with in major paths. The covariance among the variables of Recognition at Work is seen to be major with both Barriers in Workplace Dignity and the Intention to quit with the standard estimates being negatively related to the Barriers and positively with the Intention to Quit. The model is however found to be overall significant, the CFI, TLI and RMSEA values do not indicate the best fit for the model but can be assumed adequate. Thus, the next part of the analysis is represented in the next section.

Multiple Linear Regressions

In order to determine the detailed information about the relationship pointed out during the CFA, a multiple linear regression is conducted in

this section. Firstly the independent variable of workplace dignity is regressed on the dependent variable of Intention to Quit. The model after being analysed for the variable, the two factors extracted from the EFA and CFA conducted would be analysed on the Intention to Quit and model fit measures in the below Tables 8, 9, 10 and 11.

Table 8
Model 1 Fit Measures for Work Place Dignity

Model 1	R	R²	Adjusted R²	F	Df	P
Intention to Quit	0.254	0.0646	0.0602	14.7	213	< .001

Table 9
Model Coefficients - Intention to Quit

Predictor	Estimate	SE	T	p
Intercept	2.947	0.1557	18.93	< .001
Work Place Dignity	0.132	0.0344	3.83	< .001

Table 10
Model Fit Measures for Work Place Dignity

Model 2	R	R²	Adjusted R²	F	Df	P
Intention to Quit	0.249	0.0622	0.0534	7.03	212	0.001

Table 11
Model 2 Coefficients - Intention to Quit

Predictor	Estimate	SE	t	P
Intercept	3.02711	0.2734	11.070	< .001
Recognition at Work	0.12117	0.0349	3.472	< .001
Barriers in Workplace Dignity	-0.00944	0.0711	-0.133	0.894

Interpretation

The multiple linear regression conducted shows that both the dependent variables of Intention to Quit and organizational commitment are seen to be influenced by workplace dignity. The p-value for the relationship is below 0.001 which shows statistically major inference. The

adjusted R² values are found that the one for Intention to Quit is 0.0602 or 6.02 %. This reflects a major influence of workplace dignity on an employee's intention to quit.

Tables 10 & 11, show the extracted factors impact on the Intention to Quit. The model generated is statistically major with a variance caused of 0.0534 or 5.34% on the Intention to Quit through the two factors considered. Looking into each of the factors individually it is seen that the indication in the path diagram generated through CFA is statistically relevant. The factor pertaining to barriers in workplace dignity do not have any impact on the Intention to Quit. Rather it is the recognition that one receives at workplace is the influential factor on an employee's intention to quit.

Demographic Relationships

The dependent variables considered here are workplace dignity and Intention to Quit. The research analysis would be conducted using One-way ANOVA and t-tests to determine if there are mean differences between the categories of demographics. The results of the t-tests conducted between the two above mentioned dependent variables with gender and hotel category. One Way ANOVA performed for age, work experience at workplace, job position and the department are as follows in Table 12 and 13.

Table 12
t-test Result

DV	Gender	Hotel Category
	t-value df. P	t-value df. p
Workplace Dignity	-3.95 213 <0.001	0.48 213 0.63
Intention to Quit	-1.91 213 0.05	0.24 213 0.81

Table 13
One-Way ANOVA Result

DV	Age	Job Position	Experience	Department
	χ^2 p	χ^2 p	χ^2 p	χ^2 p
Workplace Dignity	1.87 0.39	0.307 0.86	3.589 0.17	25.58 0.003
Intention to Quit	2.90 0.23	0.897 0.01	0.145 0.93	6.22 0.80

There exists a statistically major difference in the mean values of work place dignity and intention to quit across genders. Based on the obtained p-values, which are less than or equal to 0.05, it can be concluded that a statistically major difference exists in the amount of agreement between male and female employees employed in a luxury hotel about their perception of workplace dignity and their desire to resign from the job.

Table 14
Intention to Quit comparison with Job Positions

		W	P
Entry Level	Managerial Level	-1.51	0.534
Entry Level	Supervisory Level	3.59	0.030
Managerial Level	Supervisory Level	3.31	0.050

Table 14 shows that it is in case of the various job positions held by the employees that a major level of difference in the mean scores related to their intention to leave a job is observed. When it comes to work place dignity based on the department the employees work, the mean scores for the level of agreement are seen to be influenced as per below Table 15.

Table 15
Work Place Dignity comparison with Departments

		W	P
Administration	Engineering	-3.5301	0.007
Food and Beverages Services	Housekeeping	-3.8981	0.045

A paired post hoc analysis is undertaken to identify the specific job roles and departments in which these substantial mean differences occur. The findings indicate that there are notable variations in the average scores of employees' intention to resign based on their employment status, particularly among those in the entry-level category. There is a notable disparity in the mean values between the management level and the other two levels within the job. There exists a notable disparity in the average workplace dignity between personnel in the administrative department and those in the engineering department within a luxury hotel. Conversely, those employed in the food and beverage services exhibit varying degrees of concurrence on their perception of workplace dignity as comparison to their counterparts in housekeeping positions.

Discussions

The 20 items used for the purpose of the study has been categorised into three factors through the EFA measures. The first factor determining workplace dignity initially comprised of 17 items. However, the EFA divided these items into two factors-one representing Recognition at Work with 13 items and Barriers in Workplace Dignity with 4 items. Remaining factors successfully extracted the factor of Intention to Quit with 3 items. CFA is conducted in the next stage which showed the presence of major paths of all the items on its respective variable. The relationship existing among workplace dignity and Intention to Quit is analysed using Multiple Linear Regression. It is seen that the workplace dignity has a major influence on an employee's intention to quit; however, among the two factors extracted, it is only Recognition at Work that can significantly influence the overall Intention to Quit in an employee.

The comparison of mean scores conducted through the t-tests and ANOVA showed some interesting results. While age of the employees, category of hotel and the number of years of experience in their workplace showed no major differences when it comes to the level of agreement on the perceived work place dignity and Intention to Quit; major differences in the mean scores for the level of agreement on work place dignity and Intention to Quit is seen in case of male and female. This shows that the conditions associated with work place dignity have a different perspective in the hotel industry for that of men and women. Moreover, the intention to quit has a quite different influence on its male and female employees.

The employees at a supervisory level are seen to have major differences in their mean scores when it comes to intention to quit with those in the entry and managerial levels. The entry level employees often are in their initial years of work and intend to gather as much experience possible to get promoted or even to switch to other companies. On the other hand managerial employees are already at a satisfactory level of job position and have been promoted through years of hard work. It can be stated that employees at these two levels are often not attracted towards the idea of quitting unless certain drastic changes in their lives occur. The Intention to Quit could be assumed to be higher in case of such employees based on the statistical inferences received. Lastly, differences in the responses of employees based on the departments they work for is found. While in their workplace dignity, employees in the administration department have statistically major mean differences compared to the ones working in the engineering department; while differences are also observed among the

F&B services department and the housekeeping. As the nature of work in these departments is quite apart, the differences in mean can be understood. Their perceived work place dignity has very unique views as compared to the other and thus has different mean scores.

Limitations and Scope for future research

The research takes a quantitative approach and thus is restricted to the views offered by respondents based on the questionnaire items. Although this method has helped to shed light on several crucial aspects related to the topic, conducting a qualitative study in the future and overcoming this limitation can act as an effective step.

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