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**Relationship Between Quality of Life and Quality of
Work life in a Small Island Destination: Millennial
Employees' Perspective**

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Abstract

The topic of Quality of Life (QoL) has received increased research attention in recent research years as tourism development should contribute to the wellbeing of destination communities and those who are employed by the tourism industry. The consideration of younger employees, that is the millennial work force is important globally but also for small island developing states with challenges of small population size and migration of the younger generation seeking better job opportunities abroad. To be prepared for the future, the tourism sector needs to understand and adapt to this younger workforce and investigate how they perceive their Quality of Work Life (QWL) and its impacts on their well-being. Examining how tourism contributes to QoL is important to better plan for tourism so as to support the prosperity of the population, industry and destination. Nevertheless, limited research has investigated QWL and QoL. The objectives of this study are to firstly examine the impact of QWL and QoL; secondly, to investigate the relationship between QWL and support for future tourism development and thirdly to examine the relationship between QoL and support for future

Keywords

*Quality of life,
millennial, quality
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tourism development. A mixed method approach with unstructured interviews and 400 questionnaires were used to investigate the issue. This study found that a relationship exists between QWL, QoL and support for tourism amongst millennials, and that age of the employees influenced this correlation.

Introduction

Research on tourism and quality of life (QoL) has received increasing attention in recent years (Woo et al., 2016) as the tourism industry impacts on the lives of the local population over time (Uysal et al., 2016). Moreover, in the context of small warm water island destinations with limited resources, tourism has long been recognised as a popular development option and acknowledged as a key strategy for economic advancement by governments to stimulate local economies. Nonetheless, debate still exists concerning the developmental outcomes of the tourism industry for local communities. Although tourism is essentially an economic activity, it has the potential to contribute to not only a destination's economy but to the wider personal and social well-being of residents particularly in less-developed nations including Small Island Developing States (SIDS) (Naidoo & Sharpley, 2016), resulting in a higher QoL. However, the benefits of tourism to the lives of the residents are still questionable and despite the attention on tourism as an attractive development option, the extent to which it contributes to QoL of residents requires further examination. Investigating how tourism contributes to QoL is important to better plan for tourism so as to support the prosperity of the population, industry and destination.

The motivation for tourism development in developing countries and SIDS has often been strongly connected to its potential to create employment for locals (Naidoo & Sharpley, 2016). However, little is known on the extent to which it contributes to meaningful employment which uplifts the lives of the locals. Sirgy et al. (2008) suggest that QWL can enhance QoL. QWL has been regarded as a significant construct in the tourism industry (Lee et al., 2015; Sirgy et al., 2001) but its value has mostly been discussed from the organisational perspective. For example, QWL has been correlated with employee engagement, job satisfaction, labour turnover and retaining competent employees (Wahlberg, 2017; Lee et al., 2015; Bednarska, 2013; Deery & Jago, 2009). However, negligible studies have examined the relationship between QWL and QoL of the locals in the tourism industry.

Moreover, labour force demographics worldwide are changing and this has resulted in the Millennial generation entering the workforce, making up a significant proportion of those working in the tourism and hospitality industry in the world (Heo et al., 2018). Millennials consists of 62% hospitality industry workers globally (Ruiz & Davis, 2017), however employee turnover is a major source of concern (Boella & Goss-Turner, 2013). Commentators suggest that this generation will soon

dominate the workplace and by 2025, three out of every four workers globally will be millennials (Singapore Tourism Board, 2014). It is also argued that millennials are characterised as having different perceptions towards their careers, heightened expectations and the desire for a better lifestyle (Singapore Tourism Board, 2014). Retaining millennial employees in the tourism industry has become a challenge for managers since millennials demonstrate different characteristics as compared to older generations of employees (Johnson & Ng, 2015). Moreover, the limited studies carried out in the specific context of Mauritius suggest that young people are turning away from employment in the tourism industry and seeking work on cruise ships (Pearce & Naidoo, 2016) and this trend has resulted in hotels losing their qualified work force with the outcome of high employee turnover.

Studies have shown that millennial hospitality employees tend to quickly leave the industry because of extensive working hours, negative work–life balance, and unattractive compensation (Brown et al., 2015; Bosselman, 2015). Besides, high labour turnover from the millennial-generation employees creates operational instability (Brown et al., 2015) and may affect the reputation of the organisation and destination appeal specially for SIDS like Mauritius which has been acknowledged by repeat customers for the hospitality of its older generation employees. Local industry knowledge reveals that the destination has been praised by tourists for the warm hospitality of the loyal employees over the years resulting in repeat international customers over decades. However, the millennials exhibit different characteristics than the older generation employees and are more likely to change jobs resulting in lack of continuity in a tourism organisation. Since tourism is a major economic activity in SIDS, it is important to understand how the millennials perceived their QWL since they have the potential to provide the know-how and deliver service quality which will shape the industry in coming decades. Therefore, how this cohort perceives QWL has implications for the future of tourism development in the destination.

Another feature of tourism and hospitality is that there is very little academic literature on how the millennial employees perceive their QoL as a result of working in the tourism industry and if they are likely to support the tourism industry in the future. Research in this area is particularly important for SIDS which rely on the tourism industry for economic, personal and social advancement of their populations over time. Since little attention has been paid specifically to the implications of tourism development to the QWL of the millennial workforce, consequently, the objectives of this paper are to: (1) examine the relationship between the demographic variables of the millennials, QWL, QoL dimensions and support for tourism, (2) assess the relationship between QWL and QoL for the millennials employed in the tourism industry (3) identify if there is a relationship between QoL and future support for tourism development amongst the millennial workforce (4) determine if there is a

correlation between QWL and support for tourism development. The next section discusses the literature review.

Literature review

Millennial employees

Millennials are perceived as a worthwhile segment of the workforce because they are the emerging employees and represent the future of the tourism talent pool (Lucas et al., 2016). Although, there is no consensus on their precise birth years, this generation consists of those who were born between 1980 and early 2000 (Smith & Nichols, 2015). The millennials are also referred to as “Generation Y, Gen Yers, Gen Y, Nexters, Generation www, Echo Boomers, and the Internet Generation” (Heo et al., 2018: 1). A generation cohort can be described as a segment of people “that shares birth years, age, location and important life events at critical developmental stages, divided by 5 to 7 years in the first wave, core group and last wave” (Kupperschmidt, 2000, p. 66). As a result, each generation embodies similar events that act as a foundation for their perspectives, which has an influence on how they interpret the world (Heo et al., 2018).

Millennials tend to have different expectations about work (Fenich, et al., 2014) and have values and opinions that differ from older generations (Kultalahti & Viitala, 2015). Smith and Nichols (2015) suggest that the behaviour of millennials vary in terms of communication styles, attitude towards work, motivation and work habits. This group of youngsters are more demanding and expressive in their opinions, engage in multitasking (Solnet & Hood, 2008) and prefer to complete tasks in their own way and at their own pace (Heo et al., 2018). However, if the work conditions are not according to the expectations of this young segment, job dissatisfaction occurs and often results in intention to leave the workplace as compared to previous generations of employees (Lu & Gursoy, 2016) since millennials do not live to work. Ruiz and Davis (2017) suggest that the factor of fun is important for the millennial generation employees as they tend to quit an organisation if the work is not interesting or when they lack a supportive superior (Guchait et al., 2015).

QWL

QWL is an essential concept in the management of tourism industry employees. It deals with employees’ well-being in the work place and is essential in how employees view the quality of their jobs in everyday life (Weaver, 2009). Wan and Chan (2013) suggest that QWL is a subjective construct regarding how an individual perceives his/her work and the working environment such as development opportunities and pay (Sirgy et al., 2001). QWL, therefore, assesses the effect of work on employees and “related components including the tasks, physical work environment, social environment, administrative system, and work–life balance” (Che Rose et al., 2006).

Studies have also noted that the concept of QWL is related to positive experiences derived from the work environment conducive to personal fulfilment (Malpas, 2005).

Studies have also shown that QWL affects job satisfaction and non-work domains such as family, leisure, social, financial life and subjective well-being (Lee et al., 2015; Sirgy et al., 2001). The argument is that when employees perceive that their QWL is high, they will tend to experience satisfaction with their job and other life domains. Roan and Diamond's (2003) identified three main dimensions of QWL, namely flexibility in working hours, work-life balance, and career potential. Kandasamy and Ancheri (2009) showed that good team relationships, good customer interaction, and good physical working conditions are three important QWL dimensions for hospitality employees. Bernardska (2013) suggests that QWL consists of several dimensions including pay, work-life balance, job security, job content, health/safety, career prospects, leadership and social relations. Although QWL has been examined in the tourism industry, there is a paucity of research surrounding how the former impacts on the QoL of locals directly employed in the tourism industry.

QoL

QoL is an emerging field of study and the concept is often interchangeably used with the term "well-being" (Uysal et al., 2016). Moscardo (2009: 162) defines the concept of QoL as "concerned with understanding people's perceived satisfaction with the circumstances in which they live". Research in QoL takes two broad measurement perspectives namely by examining (1) objective indicators (i.e level of education) and (2) subjective indicators (satisfaction with various aspects of life (Schallock, 1996). Several studies have examined how tourism affects QoL by examining the ways in which several factors, for instance, personal, social and physical environment contribute or detract from the betterment of the lives of people (Moscardo, 2009). The literature also suggests that economic measures of wealth alone is not sufficient to capture QoL as there are several dimensions which affect QoL and high income alone derived from tourism may have little influence on QoL (Andereck & Jurowski, 2006).

As a result, scholars have proposed several factors to be included in the assessment of QoL. For instance, Moscardo (2009) suggests that QoL is commonly assessed using an aggregate of capitals such as financial, natural, built, social, cultural, human and political. The model of Kim et al. (2013) suggest four main factors, namely material, community, health and safety and emotional well-being. Guo et al (2014) found that leisure time, family and societal atmosphere were important measure of QoL. Liang and Hui (2016) identified personal well-being and family as important dimensions of QoL. Andereck & Nyaupane (2011), Naidoo & Shapley (2015) and Suntikul et

al., (2016) found that recreational amenities were another important factor of QoL amongst other variables. Yamada et al. (2011) used five life domains namely health, wealth, safety, community contentment and cultural tourism development to assess QoL. Woo et al. (2016) examined community life, material life, health and safety and emotional life domains of QoL. Research in QoL is relatively recent as previous studies measured tourism impacts as a result of tourism development instead of specifically measuring QoL domains. A recent study on QoL has shown that residents who are affiliated with the tourism industry are more likely to support tourism development (Woo et al., 2016).

Methodology

Measurement

The study adopted a mixed method approach where both semi-structured interviews and questionnaires were used. Interviews were conducted with 15 millennials employed in the tourism industry to understand the factors they considered important to their QoL. These factors were then used to develop a self-administered questionnaire to assess their QWL and QoL perceptions in addition a comprehensive review of the relevant literature and survey instruments developed by past studies. This paper focuses on the quantitative findings and it is not in the scope of this work to provide a detailed overview of the interview methods and results.

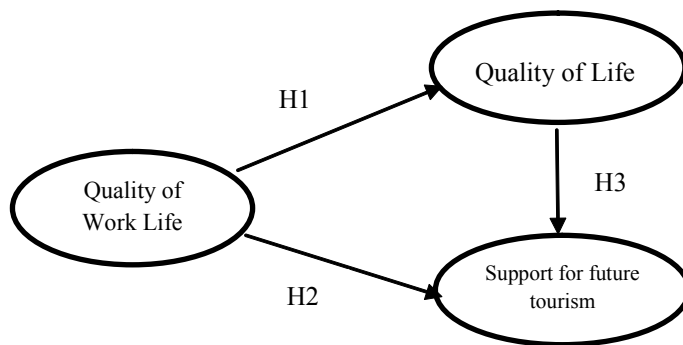
The first part of the questionnaire measured the respondents' perceptions of QWL in the tourism and 5 variables were adopted from the study of Bednarska (2013). The second part of the questionnaire measured four QoL factors: social well-being, material well-being, physical well-being, and emotional well-being and 24 items were adopted from past studies and interviews to capture the QoL factors. In addition, respondents were asked to rate their perceptions for support for future tourism development on 3 items. This study uses a 5-point Likert scale from 1 to 5 (rating from strongly disagree to strongly agree) to measure the items of the three constructs. Finally, demographic information about age, gender, education, workplace and length of work was collected.

A convenience sample was used by distributing the surveys to local employees aged between 18 to 38 working in tourism and hospitality sector. A total of 400 questionnaires were distributed and 341 (85.3%) questionnaires were retained for analysis. The relationships between the respondents' key demographic characteristics and their perception of QWL, the dimensions of QoL and support for future tourism development were investigated. A one-way ANOVA was employed to examine the differences of the study variables across other demographic variables. Significant ANOVA models were further undertaken using post-hoc testing (Tukey's Honestly Significant Difference statistic) to investigate specific differences among the

demographic variables and each of the three levels of the dependent variable. Figure 1 presents the constructs and the hypothesised relationships:

- H1: QWL has a positive and significant effect on QoL
- H2: QWL has a positive and significant effect on support for future tourism development
- H3: QoL has a positive and significant effect on support for future tourism development

Figure 1: Proposed model



SPSS 20 and AMOS 21.0 were used to analyse the data. Following Anderson and Gerbing's (1988) two-step approach, a measurement model was first estimated using confirmatory factor analysis. The high factor loadings, composite reliability, and average variances extracted (AVE) for each construct were used to confirm the reliability, convergent validity, and discriminant validity of the instrument. The structural equation modelling was employed to test the hypotheses.

Results

Profile of the respondents

Table 1 presents the descriptive results of the respondents' demographic characteristics. There are more male respondents (56%) than female (44%). Respondents are mainly in the 18-25 years age group accounting for 46.3% of the sample, followed by the 32-38 years age group accounting for 27.6%. The leading workplace category is "hotel" (40.8%), followed by "airline company" (24.0%). Most of the respondents' length of work in the organisation were in the range of 1-3 years (35.5%), followed by less than one year (20.8%).

Table 1: Demographics of respondents

Characteristics		Frequency	%
Gender	Female	150	44.0
	Male	197	56.0
Age	18-25	158	46.3
	26-31	89	26.1
	32-38	94	27.6
Workplace	Hotel	139	40.8
	Travel Agency	45	13.2
	Airline Company	82	24.0
	Tour Operator	32	9.4
	Recreational Company	43	12.6
Length of Work	< 1 year		
	1 – 3 years	71	20.8
	4 – 6 years	121	35.5
	7 – 9 years	62	18.2
	10 – 12 years	69	20.2
	13 - above	13	3.8
		5	1.5

Discussion

Demographic effects on QWL, QoL and support for future tourism development

A one-way ANOVA was employed to examine the differences of QWL, the four dimensions of QoL and support for future tourism development across three demographic variables: gender, age and workplace. The tests utilised the summated variables of all model factors and estimated one-way ANOVA test using one of the three demographic factors as a factor determining the difference (Table 2). The results indicated non-significant results on all factors for gender and workplace, indicating that neither of these demographic variables impact on perceptions of QWL, QoL and support for future tourism development. Whereas for age, the one-way ANOVA model generated non-significant results on all factors except for physical well-being (PWB) ($F = 7.357, p < 0.001$) and Support for future tourism ($F = 5.043, p < 0.007$).

Table 2: ANOVA results for gender, age and support for future tourism

ANOVA	Gender		Age		Workplace	
	F-value	Sig.	F-value	Sig.	F-value	Sig.
QWL	1.364	0.244	1.152	0.317	0.804	0.523
SWB	3.146	0.077	0.293	0.746	1.063	0.375
MWB	0.250	0.617	0.585	0.558	2.38	0.052
PWB	0.504	0.478	7.357	0.001*	0.765	0.549
EWB	1.664	0.198	0.006	0.994	0.870	0.482
Support	0.724	0.396	5.043	0.007*	0.939	0.442

*p < 0.01

Tukey HSD tests were used to investigate specific differences in each age group and their strength on PWB and Support for future tourism development. The results showed that millennials in the 32-38 years' age group have significantly ($p < 0.05$) higher mean differences for PWB compared to respondents in the 18-25 and 26-31 years' age groups. These results indicate that millennials between the ages of 32 and 38 years perceive greater PWB than millennials aged 18-25 and 26-31 years. However, it further observed that millennials in the 18-25 years age group have significant influence on support for future tourism development as compared to millennials in the 26-31 and 32-38 years age group.

Measurement model

Confirmatory factor analysis (CFA) was performed to confirm the structures of the four-factor QoL construct of this study. In order to ensure convergent validity, two items from MWB and one item from EWB were deleted, as they exhibited loadings of less than 0.4, thus increasing the average variance extracted (AVE) and enhancing composite reliability. After modification, the factor loadings of all remaining items of each construct were within the range of 0.611 and 0.882. Furthermore, the Cronbach's coefficients were above the suggested value of 0.60. As shown in Table 3, the composite reliability (CR) ranged from 0.792 to 0.886, which were all above 0.70 (Hair et al., 2010), indicating a good internal consistency reliability. The average variance extracted (AVE) ranged from 0.50 to 0.56. All of them were larger than or close to the suggested threshold of 0.50 (Fornell & Larcker, 1981; Hair et al., 2010) showing that all items captured sufficient variance in their underlying factors. The measurement model fit the data well as $\chi^2(58) = 179.1$ ($p = .000$), GFI = .925, NNFI = .968, CFI = .977, and RMSEA = .064.

Table 3: Descriptive statistics and assessment of constructs' internal consistency reliability and convergent validity

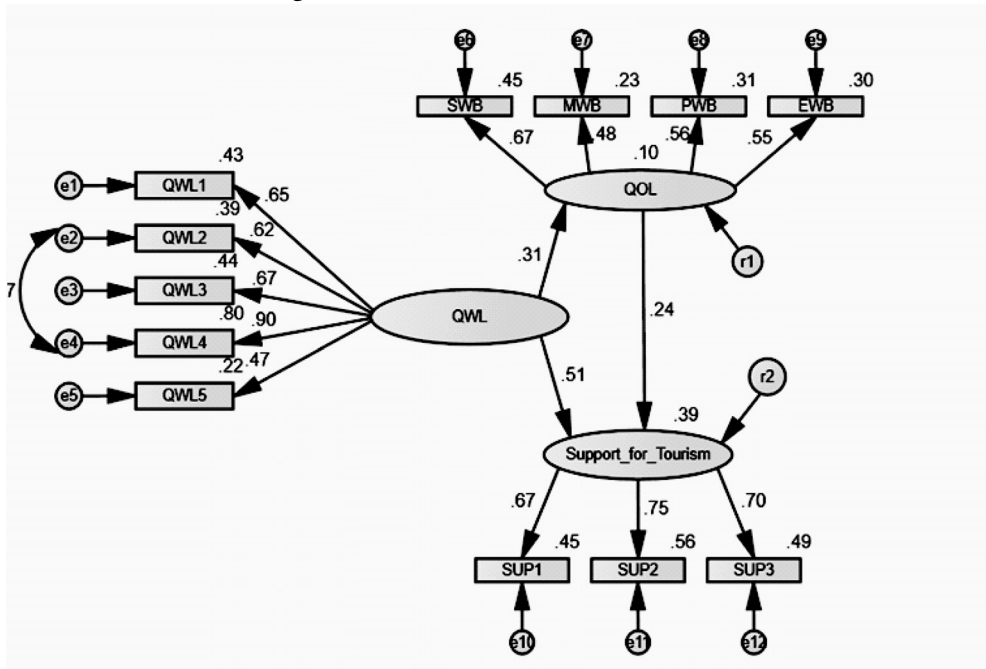
Constructs and Indicators	Mean (SD)	Loading	Cronbach alpha	CR	AVE
Social Well-Being (SWB)	3.52(0.78)		0.842	0.50	0.886
I have enough time for myself.	3.28(1.28)	0.62			
I feel comfortable in my community.	3.54(1.23)	0.71			
I like to spend my leisure time with my family.	3.61(1.19)	0.86			
I enjoy the company of others	3.54(1.20)	0.61			
I actively contribute to the lives of others.	3.46(1.24)	0.63			
I have a good status in the society.	3.57(1.26)	0.67			
I participate in leisure activities	3.53(1.23)	0.71			
People in my community respect me.	3.57(1.25)	0.78		0.51	0.829
Material Well-Being (MWB)	3.44(0.86)		0.720		
I possess more than others.	3.47(1.21)	0.64			
I am financially independent.	3.59(1.12)	0.79			
I am satisfied with the amount of income I generate.	3.51(1.19)	0.74			
I can afford expensive things.	3.29(1.28)	0.65			
I can satisfy my basic needs.	3.35(1.33)	0.68			
Physical Well-Being (PWB)	3.50(.75)		0.682	0.52	0.841

Constructs and Indicators	Mean (SD)	Loading	Cronbach alpha	CR	AVE
I am content with my health constitution.	3.45(1.22)	0.72			
I feel that I am totally fit.	3.45(1.08)	0.64			
I have healthy habits.	3.65(1.06)	0.88			
I am able to perform my daily living activities.	3.34(1.18)	0.65			
I am healthy.	3.59(1.17)	0.68			
Emotional Well-Being (EWB)	3.62 (.91)		0.667	0.56	0.792
I am satisfied with my life as a whole	3.58(1.13)	0.80			
I am living a fulfilled and meaningful life.	3.57(1.17)	0.77			
I am optimistic for the future.	3.72(1.06)	0.67			

Structural model

Structural equation modelling was used to test the hypotheses. The results of the structural model fit the data well: $\chi^2(50) = 149.748$ ($p = .000$), $GFI = 0.927$, $NFI = 0.903$, $CFI = 0.902$, and $RMSEA = .078$. The standardized path coefficients for significant relationships are depicted in Figure 2. A significant and positive relationship between QWL and QoL was found ($\beta = .31$, $t = 4.323$, $p < .001$), supporting Hypothesis 1. The path coefficient between QWL and Support for future tourism was also positive ($\beta = .51$) and significant ($t = 6.982$, $p < .001$), supporting Hypothesis 2. Hypothesis 3 proposed a significant positive relationship between QoL and Support for future tourism development. The path coefficient between QoL and Support for future tourism development was positive ($\beta = .24$) and significant ($t = 3.202$, $p < .01$), therefore Hypothesis 3 was supported. QWL explained 10% of the variance in QoL while QWL and QoL jointly explained 39% of the variance in Support for future tourism. Therefore, H1, H2 and H3 are all supported.

Figure 2: Structural model estimation



The ANOVA models for the demographic variables, gender and workplace produce non-significant results. The finding suggests that gender and workplace variables may not be effective bases of segmentation for examining the relationships among QWL, QoL and support for future tourism amongst the millennial employees. Concurrently, it was found that age may be useful in predicting QoL and support for future tourism. It appears that in general, younger employees support future tourism development, while older millennial employees perceive higher PWB. Hence, the more mature the millennials, that is the 32-38 years age group, the greater importance attached to physical well-being and adopting healthy lifestyle habits. The 18-25 years age group showed support for future tourism development indicating that the younger millennials are most favourable to tourism development as they are easily absorbed by the industry after high school or with their Hotel School or University degrees since the industry is highly labour intensive and requires a large front-line workforce.

This study also sought to understand the relationships among QWL, QoL and support for future tourism development for millennial employees in the tourism and hospitality industry. A strong positive relationship between millennials' QWL and support for future tourism development was found. Positive and significant relationships were also found for QWL and QoL and, QoL and support for future

tourism development respectively. Other studies such as the research of Andereck and Nyaupane (2011) have revealed that residents who feel that tourism affects their QoL from an economic perspective are more likely to support future tourism development in their community. The findings of Yu et al. (2018) also show that QoL was an important factor in predicting tourism support.

Conclusion

The tourism industry is one of the most important sectors in a small island state like Mauritius and thus its contribution to the wellbeing of employees is an important area of investigation. This study extends previous scholarly work on tourism development and the QoL of destination communities. It specifically examines the relationships among QWL, QoL, and support for tourism amongst employees. This approach helped the researchers to identify the most important QoL dimensions which are influenced by the QWL of the millennial employees. The major contribution of this study is therefore to advance knowledge by explaining if QWL influenced indicators of QoL and if they impact on support for future tourism development. This research contributes not only to exploring QoL but also investigating the relationships with QWL amongst the millennial employees who are the backbone and the future of the tourism industry and the experience economy.

Further studies on QWL and QoL could use a more comprehensive set of indicators for QWL and also extend the proposed framework by integrating the job satisfaction and employee retention of the tourism industry workforce. Moreover, studies could specifically examine ways to improve QWL for millennials as it has a direct relationship with QoL.

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