

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Economics**



**Bachelor Thesis**

**Quality of Life at Work**

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## BACHELOR THESIS ASSIGNMENT

Sofiya Artemova

Economics Policy and Administration  
Business Administration

Thesis title

**Quality Of life at Work**

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### Objectives of thesis

The objectives of the thesis: is to analyze the level and quality of life, as well as to study the problems of low quality and standard of living in Russia.

- to give a concept of the level and quality of life of the population and to study approaches to its definition;
- to determine the reasons, criteria for the level and quality of life;
- to determine the features of quality indicators and living standards;
- to analyze the main indicators of quality and standard of living;
- to determine the main directions for improving the quality and standard of living;
- conduct research and analyze the data obtained;
- consider the main ways to improve social policy and propose effective forms and methods of its implementation

### Methodology

My research is based on a qualitative research, which includes mainly the observational study and case study methods. As a goal of my observation will be survey a specific group of people, facts and statistic. Also, I will base my work on the conclusions of graphs and the latest scientific research, held in recent and in previous years. I will base my project part on the questionnaire method of specific group of people. The object of my questionnaires were selected people who live in Russia and are employees from IT industry. I will focus my attention on the economic side, material security of life of the population of the quality of lifestyle at work.

## The proposed extent of the thesis

40 pages

## Keywords

statistics of the standard of living of the population, welfare of the population, quality of life, integral indicator, rating score, interregional comparisons, socio-economic policy

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## Recommended information sources

ARNOLD, J. – RANDALL, R. *Work psychology : understanding human behaviour in the workplace*. New York: Pearson Education, 2016. ISBN 9781292063409.

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### **Declaration**

I declare that I have worked on my bachelor thesis titled "Quality of life at work" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 30.11.2022

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## Quality of Life at Work

### Abstract

Qualifying work on the topic: "Quality of life at work" contains 59 pages of text, divided into 2 chapters, each of which is devoted to a specific issue, images – 5, tables - 10, applications – 2, list of sources used – 23.

The relevance of this topic is based on the present stage of development of economy, the problems of the quality of working life conditions of the population and the factors determining its psychological side in this matter. The direction and pace of further transformations in a country, as well as political and economic stability in society, largely depend on their solution.

Work structure consists of an Introduction, a theoretical part chapter and a practical part chapter, a conclusion, a bibliography of sources and literature. The theoretical part describes analysis of the dependence of the level of working life on its factors, as well were analyzed the main indicators of quality and standard of living. The practical part is based on the survey of employees' experience from hotel industry. As a goal of this work observation will be survey a specific group of people, facts, and statistic, which is based on the conclusions of graphs and the latest scientific data, held in recent and in previous years.

The object of the survey was selected people who live in Czech Republic, Prague and are employees of 2 hotels A&O. It was focused on the economic side, material security of life of the population of the quality of lifestyle at work.

The objectives of the thesis are to analyze the level and quality of life, as well as to study the problems; to determine the features of quality indicators and living standards; to determine the main directions for improving the quality and standard of living; conduct research and analyze the data obtained; consider the main ways to improve social policy and propose effective forms and methods of its implementation.

**Key words:** quality of life; standard of living; conditions vital activity of the population; integral indicators; system of indicators; quality of life components; indicative method of management.

## Kvalita života v zaměstnání

### Abstrakt

Kvalifikační práce na téma: „Kvalita života v zaměstnání“ obsahuje 59 stran textu, rozdělených do 2 kapitol, z nichž každá je věnována konkrétní problematice, obrázky – 5, tabulky – 10, aplikace – 2, seznam použitých zdrojů – 23.

Relevance tohoto tématu vychází ze současného ekonomického vývoje, problematiky kvality podmínek pracovního života obyvatelstva a faktorů podmiňujících jeho psychickou stránku v této věci. Na jejich řešení do značné míry závisí směr a tempo dalších transformací v zemi, jakož i politická a ekonomická stabilita společnosti.

Struktura práce se skládá z Úvodu, kapitoly teoretické části a kapitoly praktické části, závěru, bibliografie zdrojů a literatury. Teoretická část popisuje analýzu závislosti úrovně pracovního života na jeho faktorech, dále byly analyzovány hlavní ukazatele kvality a životní úrovně. Praktická část vychází z průzkumu zkušeností zaměstnanců z hotelnictví. Cílem pozorování této práce bude průzkum konkrétní skupiny lidí, faktů a statistik, který je založen na závěrech grafů a nejnovějších vědeckých datech, provedených v posledních a minulých letech.

Objektem daného průzkumu byli vybraní lidé, kteří žijí na teritorii České Republiky, Prahy a jsou zaměstnání ve dvou hotelů A&O. Pozornost je zaměřena na ekonomické stránce, materiálním zabezpečení života obyvatel a na kvalitu životního stylu v práci.

Cílem práce je analyzovat úroveň a kvalitu života, stejně jako prostudovat problémy; určit znaky ukazatelů kvality a životní úrovně; stanovit hlavní směry pro zlepšení kvality a úrovně života; provádět výzkum a analyzovat získaná data; zvážit hlavní cesty ke zlepšení sociální politiky a navrhnout efektivní formy a způsoby její realizace.

**Klíčová Slova:** kvalita života; životní úroveň; podmínky životní činností obyvatelstva; integrální ukazatele; systém ukazatelů; komponenty kvality života; indikativní způsob řízení.



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## INTRODUCTION

In the process of developing market relationships, it objectively becomes necessary for society to address the problems of the level and life quality of the population. The objectivity of the problem is determined by economic factors, leading to social destabilization and uncertainty about the future for a significant part of the country's population and the stratification of society.

Therefore, at present, an optimal policy is to ensure social security and stability, focused on achieving a decent quality of life, opening wide opportunities for maintaining the sustainable existence and functioning of social entities, meeting and realizing the necessary needs and interests, strengthening the state's ability to effectively prevent or eliminate social risks.

The level and quality of life as an expression of the population's satisfaction with their life activity style is largely determined by the state of social security, the conditions created by society, the state for the development of society, the realization of its needs.

Based on the foregoing, the topic of the thesis is the study of the level and life quality of the of the Czech Republic population, concerning the social security of the region.

The object of research is the Prague, Czech Republic.

The subject of the research is the level and hotel business employees' quality of life.

To achieve the goal of the thesis, it is necessary to solve the following tasks:

1. Conduct a theoretical study of the impact of the level and quality of life of the population of the Czech Republic.
2. To identify indicators and factors that characterize the level and life quality of the population in the Czech Republic.
3. To identify the impact of the working environment on the psychological health of the hotel business employees.
4. To study the indicators of the level and life quality of hotel business employees' concerning social security.
5. To develop recommendations for improving the standard of living and improving the life quality of hotel business employees.

## **CHAPTER I. Theoretical and methodological approaches to the study of the level and quality of life**

### **1.1. The essence of the concept of "quality of life"**

Analysis of literary sources shows that the term “quality of life” does not have an unambiguous interpretation. There is also no consensus about when he first appeared. Some scientists believe hour it happened in the 1920s, others later – in 1950-1960.

According to the officially recognized version, the category of quality of life was introduced into scientific circulation by J. Forrester in the 1960s in connection with attempts to model world dynamics and trajectories of industrial development (Forrester, 1971, p. 43).

In the versatility of the concept, the totality of philosophical, socio-psychological, economic, legal, medical and environmental aspects is clearly traced. Some researchers argue that the term is rooted in ancient philosophy, and associate it with the name of Aristotle, who called the quality of life a kind of happiness that comes from the activity of the soul. Others mean by it a subjective indicator of the satisfaction of personal needs in life, reflecting the degree of a person's comfort both within himself and within the framework of the whole society.

The standard of living characterizes the development and the degree of satisfaction of the material, profitable and social needs of the citizens of the state. The rise in the standard of living and its positive dynamics create favorable opportunities for improving the quality of social components. When characterizing and studying the living standards of the population, two interrelated problems are considered: low-paid workers and low-income families. The study and analysis of the social and demographic status of low-income families shows that this category of citizens includes families with a high family burden.

The concepts of the standard of living and the quality of life of the population are significantly different. Indicators of the quality of life are an integral formation, consisting of three groups of characteristics, combined into groups of general and private indices.

Quality of life indicators reflect:

- population health and demographic indicators (fertility, mortality, life expectancy);
- social data (wealth, housing, food, safety, environmental well-being, etc.);

- the morale of society (frequency of murders, robberies, alcohol relapses, the number of drug addicts, etc.) (Rodriguez-Fernandez, Zuazagoitia-Rey-Baltar, Ramos-diaz, 2017, p. 33-35).

One of the components of the quality of life is the HDI (human development index).

This index is an aggregate indicator consisting of:

- index of life expectancy (which reflects the level of medical care);
- the index of the level of education (the proportion of literate adults and the involvement of residents in primary, secondary and higher education); per capita GDP (Gross Domestic Product Price) index (in purchasing power parity (PPP), reflecting the income of the population).

Currently, there is no single approach to assessing the economic category of the quality of life and compiling a single rating of countries in the world. The quality of life is assessed using different methodologies by the UN structures (HDI), the World Health Organization, the World Bank, the Organization for Economic Cooperation and Development (Better Life Index), and a number of popular media and consulting organizations (Street Journal - an index of countries' rebellion, New Economics Foundation - international index of happiness), etc.

Quality of life is a category that characterizes the essential circumstances of the life of the population, which determine the degree of dignity and freedom of the personality of each person. At the same time, in a right sense, the quality of life is the realization of the right to a dignified life and free human development. From a socio-economic point of view, in the broadest sense, the quality of life is understood as the provision of certain material needs of people (Smith, Wardle, Yonk, 2017).

However, the quality of life concept is not identically governmental standard of living, including the most "sophisticated" species of determining, for example, living standards, since various economic indicators. The income of a person, perform only one of the many criteria of the concept itself. Moreover, an increase in the material well-being of people does not automatically lead to an increase in the quality of life. On the contrary, in the conditions of the ecological crisis, the quality of life in industrialized countries and big cities becomes questionable.

According to J. Forrester, the quality of life in modern society is determined by the level of stressful situations, population density, quality of food and the level of environmental pollution. The author of the concept of the quality of life believes that the higher the level of development of industry and national income per capita, the higher the population density and the level of environmental pollution. This in turn leads to an increase in stressful situations and a lower quality of life. In other words, under the quality of life must be understood as a set of conditions to ensure the health complex man and a quality living environment - the extent to which natural and terms of the needs of people. The concept of quality of life is recognized as multifactorial, which explains lack of universal criteria for its definition (Forrester, 1971, p. 43).

Quality of Life as a concept more capacious as compared to the Standards of Life describes the entire range of conditions and characteristics of a person's life. It has a broader meaning than material security (or standard of living) and includes such objective and subjective factors as health status, life expectancy, environmental conditions, nutrition, household comfort, social environment, satisfaction of cultural and spiritual needs, comfort and so on.

Objective factors can be assessed using specific indicators developed in world and domestic statistics, for example, the per capita value of the country's gross domestic product. Subjective factors of the quality of life are more difficult to quantitatively describe, especially their averaging over the country or the world, with the definition of living standards in any region of the planet. Here the concept of "quality of life" is closely related to the concept of lifestyle. The second category, according to the philosophical dictionary, covers a set of typical types (methods) of life of an individual, a social group, including class and nation, society, which is taken in unity with the conditions of life that determine it.

According to some authors, the way of life as a complex category makes it possible to comprehensively and interconnected consider the main spheres of people's life: their work, everyday life, social and political life and culture, to identify the reasons for their behavior, conditioned by the way, level and quality of life. Moving from simple to complex, experts most often assess the material side of a person's life or, as it is commonly believed in economic research, the standard of living of people (Anitha, Rao, 1998), (Dupuis, Martel, 2016).

Domestic state statistics offers a whole set of indicators to determine the standard of living in the country or in a particular region. Among them are the nominal and real size of the population's monetary income, accrued wages and assigned pensions; the size of the subsistence minimum based on the so-called consumer basket; consumption of basic food products by the population per person; the amount of social subsidies and benefits; the total area of living quarters and many other indicators.

The list of values characterizing the level and quality of life, as a rule, includes the values of specific indicators that quantitatively assess the level of housing and communal, educational, medical, transport, cultural and leisure services provided to the population. The share of the population with incomes below the subsistence level and the share of household expenditures for housing and communal services are also calculated. Such indicators significantly improve the quality of the assessments of the living standards of people, since they give an idea of the commensurability of the levels of income and expenditures of the population.

In international statistics, to assess the quality and standard of living of the population, indicators of differentiation of monetary incomes of the population, describing the degree of stratification of society, have long been used. Such statistical characteristics may include, for example, the Gini coefficient or the index of concentration of income of the population.

This statistical indicator characterizes the degree of deviation of the line of the actual distribution of the total income from the line of their uniform distribution. The value of the coefficient can vary from 0 to 1, while the higher the value of the indicator, the more unevenly distributed income in society. The line of the actual distribution of income in the graphical display of the standard of living of the population is usually called the Lorenz curve. The Gini coefficient, like the Robin Hood index, is essentially a derivative of the line of deviation from the normal (i.e., even) distribution of income. However, in real conditions, such an ideal (uniform) distribution is hardly possible. At the same time, the Robin Hood index shows the part of society's income (in% or shares) that needs to be redistributed in order to achieve a certain average standard of living in the country in order to achieve accepted living standards (Charalampi, Michalopoulou, Richardson, 2018).

The state is called upon to “average” the incomes of the population, or to put it more economically “redistribution of incomes”. This is its main function. And from this point of view, as the authors of another work note, the quality of life of the population becomes a litmus test of the effectiveness of the state policy on the management and development of society. In this context, the substantive part of the quality of life characteristics must necessarily take into account the entire spectrum of needs of the population and the degree of their satisfaction. The focus is on such categories as “human interests”, “personal freedom”, “harmonious development”, “realization of creative potential,” which obviously complicates the definition and calculation of the quality of life of the population even more.

Perhaps that is why today integral characteristics are used more and more often to assess the quality of life. The authoritative publication International Living annually publishes data from the World Ranking on the Quality of Life of the Population, assessing countries according to nine criteria: living wage, culture, economy, environment, freedom, health, infrastructure, safety and risk, climate. In 2011, the United States of America was in first place in terms of the overall score of indicators (192 countries were analyzed). The Organization for Economic Cooperation and Development (OECD) proposes to assess the level of development of countries not by the traditional set of economic indicators - the level of GDP, unemployment, inflation, etc., but by the integral index of measuring the quality of life (Sironi, 2019).

This indicator consists of 11 parameters: housing conditions, incomes, employment, education, environment, health, management efficiency, social life, safety, satisfaction with living conditions, balance between working time and leisure. In 2011, 34 countries of the world were analyzed, among them Australia turned out to be the best for life. The company the Economist the Intelligent Unit back in 2005 developed a "quality of life index", which is based on a unique methodology that links the results of subjective analysis objective determinants of development. The index was calculated for 111 countries of the world according to 9 parameters (from health and material well-being to gender equality).

## **1.2. Indicators of the quality of working life**

At present, the high quality of a person's working life is considered in a developed society as one of the main incentives for productive labor. The economic basis for planning the quality of working life is a high level of the country's GNP, when the problem of ensuring

a normal living wage for all members of society fades into the background, the extensive reserves of the economy are fully used at a given level of production, the process of democratization and humanization of society is developing successfully.

The concept of the quality of work life has been developed relatively recently in the works of prominent foreign economists. The essence of the concept is to determine the set of indicators that characterize good organizational, social and psychological working conditions, and assess their impact on the final results of production.

The list of indicators of the quality of working life is quite extensive and often depends on the philosophy and economic well-being of the company. As such indicators, the following are most often distinguished:

- positive impact on personal life;
- normal relations between trade unions and administration;
- loyalty of staff to the organization;
- lack of apathy for work, in personal life;
- development and effective use of personnel;
- participation of employees in the affairs of the enterprise;
- merit-based promotion;
- career progress;
- good relationship with the boss;
- positive social and psychological relationships in the group;
- respect for the person's personality;
- trust in managers;
- good working conditions;
- economic well-being of workers;
- positive attitude of thoughts, encouragement of creativity;
- absence of excessive stress at work, etc. (Skikiewicz, Blonski, 2018).

There is a set of qualitative indicators that have a different nature, cost, assessment methods and depth of impact on a person's personality. These indicators are aimed at meeting the need for self-expression and moral reward for workers who have good organizational working conditions. At the same time, I believe that for successful planning and control of



indicators of the quality of working life, they should be based on the concept of comprehensive personality development and be grouped according to certain subsystems of work with personnel.

The quality of working life is characterized by various factors. When talking about factors, it should be understood that the quality of life is based on multifactorial linear and non-linear relationships. In this case, the interdependence of various factors is often a complex vector multidirectional, which also gives rise to the effect of nonlinearity. To understand the complex mechanism of the formation of the quality of life means to see its multifactorial and nonlinearity.

The main aspects of human life are:

- life activities within the framework of social relations, carried out with the aim of producing and consuming material goods and thereby aimed at meeting the needs of members of society in clothing, housing, comfort, convenience, transport, communications, etc.;
- vital activity aimed at biological, social and cultural reproduction of the human race, each individual and society as a whole;
- all-round development of personality, creative potential of a person in the processes of social and spiritual development.

Analysis of literature sources and practical experience of large foreign and domestic enterprises and a questionnaire survey of more than 200 scientists and managers allowed to propose own structure of indicators of the quality of working life. The following groups of indicators affect the quality of working life:

- labor collective;
- salary;
- workplace;
- enterprise management;
- service career;
- social guarantees;
- social goods.

The work collective characterizes the social group in which the employee is located and the belonging to which will be either the subject of his pride in the best case, or the source of social dissatisfaction - at the worst. At the same time, the quality of working life will be characterized by the psychological climate in the team, relations with the administration, participation of employees in management and decision-making, compliance with regulatory documents (charter, rules, philosophy, regulations), minimal stress at work and positive employee motivation. The task of the team leader is to constantly study the sociological opinion of the team, consider the individual characteristics of the personality of employees when planning, maintain the correct motivation for work and a good psychological climate (Kislev, 2019).

Remuneration is the most important motivational incentive to work. It includes a good salary (tariff rate), remuneration for the final result, bonuses for the quarter and a year, bonuses for seniority, by age, and such a purely sociological indicator as a feeling of economic well-being.

The workplace is also an important criterion for assessing the quality of working life. Such indicators as territorial proximity to home, a good office, design and furniture, modern office equipment and good ergonomic and physiological working conditions lead to savings in human energy and an increase in labor productivity.

The management of the enterprise forms a whole group of social and psychological indicators that affect the quality of working life. At work, a person spends at least 1/3 of the total time allotted to him by working life, and relations with management are often crucial. Among the indicators of this group, it includes trust in managers on the part of employees, good relations with the boss, observance of individual rights at work, stable personnel policy at the enterprise, respect for subordinates and dedication of management and employees to the enterprise. Double morale of managers, significant differentiation in remuneration of top management and ordinary employees, instability in work with personnel, violation of human rights, leasing production space to commercial firms, while a significant part of the team is partially employed - this is not a complete list of measures destroying the workforce of the enterprise.

A service career determines a person's career path, his ability to motivate himself and express himself and, presumably, affects the quality of working life. Among the qualitative

indicators, one can single out career planning, encouragement of personnel training, promotion according to merit, objective attestation of personnel, absence of apathy and stagnation in the movement of personnel. It can be argued that career indicators are most important for motivating people with a strong need to do their own business, to move up the career ladder, and are less important for family-oriented people and good relationships with colleagues. It is important that a person's real career and desires coincide.

Social guarantees form an important area of working life. These are the provision of scheduled leave, payment of sick leaves, payment of guaranteed benefits, life insurance of employees against accidents, various compensations for the use of transport for business purposes, the provision of an apartment or dormitory for nonresident employees (Vossemer, 2018).

Thus, the quality of working life is at the present stage the most important stimulus for the growth of labor productivity at advanced enterprises. It is determined by the state of the workforce, a good remuneration system, an effective workplace, the attitude of the enterprise management to employees, the possibility of an official career and objective attestation of personnel, the provision of social guarantees and additional benefits to employees.

### **1.3 Occupational stress and its impact on quality of life**

#### **1.3.1 Types of needs affecting quality of life**

The psychological components of the quality of life, according to several experts, are the feeling of happiness, satisfaction with life and socially significant value orientations of the individual.

In foreign psychology, such characteristics are considered extraversion, internal control, high self-esteem, self-esteem, self-acceptance, optimism, cheerfulness, and the ability to plan and use time productively.

Physical needs are basic for existence, including the needs for food, cleanliness, clothing, sleep, etc. The second element in assessing the quality of life is average needs, including the needs for a convenient, comfortable environment, for a developed infrastructure of society as a civil institution. It is also undeniable that in a market economy,

a certain level of material support becomes mandatory and necessary for satisfaction, which allows one to pay for specific services for the creation of such an infrastructure.

The third level - asocial-psychological needs - the individual needs of a person in a sense of independence from society as a social and civil institution. It includes the required level of activity, efficiency, a sense of independence from the social and political system.

Socio-psychological needs are the opposite of the previous ones and lie in the needs of a person in all-round interaction with society. It includes successful personal relationships, thinking, concentration, self-esteem, negative experiences.

These two levels of polar needs of a person in interaction with society are indirectly related to material support, since they depend on the physical and emotional state, the ability to correspond to social groups in terms of external attributes, or the ability in market conditions to purchase goods and services that ensure that independence that determines antisocial psychological needs.

The fifth group of needs - spiritual - religion and personal beliefs, which are integral elements of the psychological state of a healthy and happy person. A person cannot think about satisfying higher needs without the proper level of comfort achieved at the first levels, where the decisive (directly material needs) or significantly influencing (indirectly material needs) are the material assets that a person has.

In modern conditions, material support is an important factor affecting the worldview, psychological self-perception of a person. Therefore, the quality of life of the population as a subjective indicator should be assessed by the degree of material support with the addition of forms of material support from the state and self-assessment by the population of this indicator. It is impossible to limit the definition of the quality of life to the framework of income and expenditure relations only. The establishment of material links between indicators in different planes reflects the variability of the indicator, and the allocation of a specific factor (material security) - the degree of its responsibility for changing the quality of life of the population at different levels. It can help predict policy issues in social or economic areas.

Many reasons may hinder the individual's sense of the quality of life, including:

- Life events and pressures and loss of sense of the meaning of life.
- Lack of religious faith.

- Lack of services provided to the individual and lack of full health care for individuals.

- Lack of emotional intelligence of individuals in dealing with different situations in life.

In addition to this, there are internal and external conditions that may hinder the individual from feeling the quality of life, such as illness, negative experiences in life.

The elimination of these obstacles in terms of society is the improvement of government services and others, health education and health care, and in terms of the family is the proper upbringing of children as well as the use of emotional intelligence to deal with problems as a result of life pressures (Abdarrazak, Moudjahid, 2019).

### **1.3.2 Relations among stress and quality of life**

With the development of ideas about stress in modern literature, there are several main approaches to the study of this phenomenon.

The first group of theories is associated with clinical research and defines stress as an internal state of the body. The authors refer to the concept of homeostasis, the classical theory of stress by H. Selye (Selye, 2012, p. 318), and in most definitions, changes in physiological functions are used as a criterion for stress. An example of this approach is the concept of the development of emotional mental states against the background of increased or decreased psychophysiological activity.

Emotional mental states with increased psychophysiological activity (norm), normal psychologically comfortable states with increased psychophysiological activity, pathological discomfort states, normal emotional states with decreased psychophysiological activity, pathological states with decreased psychophysiological activity are distinguished here. Stress, along with excitement, anxiety, fear, frustration, is defined as a normal psychologically uncomfortable state with increased psychophysiological activity.

Most researchers consider psychological stress as a special state that is located between other emotional phenomena (affects, frustration, anxiety, tension) (Trufanova, 2015), or associated with psychological tension (Shcherbatykh, 2016, p. 50).

These concepts are characterized by an understanding of stress from the point of view of the situation that arises in the process of activity. At the same time, special attention is

paid to the nature of shifts in the process of activity, changes in working capacity. A separate area of such research can be determined by studying the dependence of the level of stress, performance and health status of specialists of different levels, becoming one of the most pressing issues in the psychology of professional health.

The basis for considering the phenomenon of stress is the concept of the Canadian psychologist H. Selye, who identified three stages of its development:

1. The first stage in the development of stress - the mobilization of the body's adaptive reserves - is called the stage of anxiety. The author has put forward the assumption that the adaptive capabilities of the organism are limited.

2. The second stage is called the stage of resistance and includes the balance of human expenditure of adaptive reserves. At the same time, the body exists in conditions of increased requirements for its adaptive capabilities.

3. The third stage is called the stage of exhaustion and is characterized by the fact that stressors continue to act, and a person's adaptive capabilities are already ending. At this stage, the signals of the body indicate the call for help from the outside (support of the environment, elimination of the exhausting stressor) (Selye, 2012, p. 22).

H. Selye believes that “nonspecific adaptive activity in the biological system exists all the time, and not only in situations that have reached some critical level of relationship with the environment, but that also “complete freedom from stress means death”, and in the metaphorical form called stress the taste and aroma of life (Selye, 2012).

In Y. Shcherbatykh (Shcherbatykh, 2016) systematization of the concept of stress, united into four categories:

1. Stress is an effect on a person that has a strong adverse, negative effect on the human body or an unpleasant effect.

2. Stress is a strong physiological or psychological response to the actions of a stressor that is unfavorable for the body.

3. Stress is a reaction (physiological, psychological, socio- psychological, work) that occurs in the body in response to extreme environmental influences.

4. Stress is a complex system of body reactions, similar and acting in the same way under different adaptive states (the symptoms of such reactions are identical under both negative and positive influences; in other words, the symptoms are the same, but nonspecific).

Nowadays, stress effect on life, professional activity, family. The modern rhythm of life forces people to be in a permanent state of nervous tension, emotional and psychological activity. Due to lack of adequate rest, the normal functioning of the brain is disrupted.

Physical health is directly related to the functioning of the nervous system. If a person is overly exposed to external arrogant, then the deterioration of the general state of health will come very soon: the body's defense mechanisms will weaken, mental performance will decrease, the degree of adaptation to unforeseen changes and circumstances will decrease (Semenov, 2013, p. 55).

It should be noted that the reaction to stressful situations is individual for each person. In this case, everything depends on endurance, willpower, temperament, the presence of an internal personal potential that can withstand the aggressor factors.

No matter how strong the personality is, sooner or later the consequences of dealing with stress will manifest themselves. Fatigue, apathy, unreasonable excitement, anxiety, a sense of hopelessness are the first signs of stress in life. Abdominal pain, dizziness, heart palpitations, girdle pain in the muscles can also be signals of spiritual exhaustion of the body.

Organizational consequences of stress can be expressed:

- high level of conflict among personnel;
- falling initiative of employees;
- the appearance of atypical conflicts;
- growing feelings of dissatisfaction with work;
- decrease in loyalty and attractiveness of work in the organization;
- deterioration of the qualitative and quantitative indicators of labor activity;
- decrease in labor motivation;

- increase in staff turnover;
- an increase in the number of industrial accidents;
- an increase in the number of absenteeism (Chander, 2013).

However, the higher the attractiveness of work in the organization, there is a lot of confidence in career advancement and satisfaction and self-realization in a profession that provides a professional activity, the less likely to experience feelings of organizational stress.

Psychological consequences can manifest themselves in complex experiences: feelings of guilt; increased anxiety; emotional instability; inability to recover from work; experiences of depression and dissatisfaction with life; chronic fatigue syndrome (Troitsky, 2016).

In physiological terms, stresses lead to deterioration in the health of employees, the occurrence of diseases that are of a psychosomatic nature (Boisvert, 2017, p. 15).

It should be noted that the effects of stress on a person's life are very diverse and largely depend on the nature of the situation and individual personality traits.

### **1.3.3 Types of occupational stress and its effect on mental health**

The World Health Organization (WHO) considers workplace stress to be the "plague of the 21st century", and statistics show that a third of workers have thought about quitting due to stress at work. Occupational stress can be defined as a stressful state of an employee that occurs when he is exposed to emotional negative and extreme factors associated with his professional activity.

In 2016, the portal [vestifinance.ru](http://vestifinance.ru) presented a rating of the most stressful professions:

1. Firefighter
2. Pilot
3. Journalist
4. School teacher
5. Medical worker
6. Social worker
7. Miner
8. Ambulance dispatcher
9. Air traffic controller (Ivony, 2018).



N.V. Samoukina (Samoukina, 2004) defines such types of professional stress as informational, emotional and communicative.

Information stress appears as a result of information overload, when an employee is not able to cope with the task assigned to it and does not have time to make an important decision in a tight time constraint. Also, the reasons for its occurrence may be a lack of information, leading to uncertainty in the situation, too frequent or unexpected change in the information parameters of professional activity.

Emotional stress in professional activities arises in the event of real or perceived danger, in cases of contradictions or breakdown of business relations with colleagues at work or conflict with management, with experiences of humiliation, guilt, anger and resentment (Jivaga, 2012).

In conflict situations, there is an increase and summation of negative emotions, and a sharp decrease in anti-stress positive emotions. Burnout syndrome can be one of the manifestations of emotional stress. In this state, a person feels morally, mentally, and physically exhausted. The usual way of life is crumbling, relations with others are deteriorating. Communication stress is often the cause of an unfavorable psychological climate in the work collective, its low cohesion.

## **CHAPTER II. Assessment of the level and quality of life of «A and O Hotel and Hostel Holding GmbH» employees and the prospects for increasing their well-being**

### **2.1 The current state of the quality of working life of personnel of «A and O Hotel and Hostel Holding GmbH»**

The objectives of the research:

1. Study the composition of «A and O Hotel and Hostel Holding GmbH».
2. Conduct an analysis of the quality of working life of employees of «A and O Hotel and Hostel Holding GmbH» using a questionnaire
3. Suggest activities to improve the working life of «A and O Hotel and Hostel Holding GmbH» employees.

The list of indicators of the quality of working life can be quite extensive, so they need to be grouped according to certain subsystems. The choice of a specific set of indicators depends on the philosophy and financial and economic well-being of the organization, the form of ownership and often reflects only wages, jobs and social guarantees.

A large number of managers and owners of private enterprises pay insufficient attention to social benefits and guarantees, training and career of personnel, sanitary and environmental standards at the enterprise, workplaces of employees. The result is low labor productivity.

Analysis of literary sources and practical experience of large foreign and domestic enterprises allowed to offer an original structure of indicators of the quality of working life. The following groups of indicators affect the quality of working life: labor collective; fair remuneration for work; working conditions and the state of the workplace; management of the organization; professional growth and career; legal and social protection; social infrastructure of the

organization. The work collective characterizes the social group in which the employee is located and belonging to which will be either an object of his pride - at best, or a source of social dissatisfaction - at worst.

At the same time, the quality of working life will be characterized by the psychological climate in the team, relations with the administration, participation of employees in management and decision-making, compliance with regulatory documents (charter, rules, philosophy, regulations), minimal stress at work and positive employee motivation.

The task of the team leader is to constantly study the sociological opinion of the team, consider the individual characteristics of the personality of employees when planning, maintain the correct motivation for work and a good psychological climate.

«A and O Hotel and Hostel Holding GmbH» was founded in 2001. The Hotel has branches in Aachen, Berlin, Dortmund, Dresden, Dusseldorf, Frankfurt, Graz, Hamburg, Cologne, Leipzig, Nuremberg, Munich, Prague, Salzburg, Vienna and Weimar. An innovative combination of hotel and hostel under one roof offers customers a wide range of room options to suit every taste and budget. Visitors to the «A and O Hotel and Hostel Holding GmbH» are hitchhikers, singles, families, school classes and companies.

The hotel rooms have bed linen and towels, hair dryer, shampoo, hygiene kit,

The buffet serves customers from morning to evening, includes breakfast, dinner, lunch, grocery sets

The attractively priced A&O hostels have single rooms and shared rooms (dorms) – a visitor can choose between accommodate in a private room or enjoying the company of others. The shared rooms are particularly suitable for

families and groups. During the day guest can safely store his belongings in a luggage room or a safe and embark on a carefree tour of exploration.

Whether a guest booked a single room, family room or dorm – the hotel can offer the same standard in all rooms. Guests are welcome to use the shared kitchen. The guest kitchen is equipped with everything guest needs to prepare a tasty meal without having to spend money eating out. If a guest on a business trip, he/she can also use one of the conference rooms. With high-speed Internet access, guest can communicate online with the same convenience he/she used to at home.

Seven indicators of the quality of working life were considered:

1. labor collective;
2. wages;
3. workplace;
4. management of the organization;
5. service career;
6. social guarantees;
7. social goods.

## **2.2 «A and O Hotel and Hostel Holding GmbH» Employee Policy and Recruitment and Selection Improvement**

The hypothesis of the research: measuring and assessing the quality of working life in a hotel will allow to form and implement effective strategies for personnel management and overcome staff turnover.

Formation of a high-quality personnel management structure requires solving a number of problems:

1. Increasing the efficiency of the labor potential of employees

2. Solving the financial problems of employees
3. Ensuring the quality of working life of employees through social and legal protection of personnel.

The mechanism for solving these problems is the measures proposed to the management personnel to improve the quality of the employees' working life.

Consider the hotel's employee policy and the improvement of the recruitment and selection system.

**Probation.** The hotel takes steps to notice and use candidates' skills, education, experience in accordance with the requirements of the work they perform. The first 90 days give them the opportunity to show how much they enjoy the job and the company. During the probationary period, the manager assesses the candidate's suitability for the position. If it is found that he does not meet the accepted standards, he can be dismissed from his post without notice. If he resigns during this period, no negative records will be made in his seniority.

**Training.** After the employee is hired, familiarization sessions are planned for him, during which he receives an introductory instruction and gets acquainted with the rules included in it.

In addition, he meets with many employees with whom he will have to work together. After completing the familiarization classes, he is obliged to sign a copy of the introductory book (instructions).

**Schedule.** The typical 5-day work week does not always apply to hotel operations and therefore the work schedule is subject to change. A schedule is drawn up for each day and posted a week in advance. Sometimes changes are

made. For this reason, employees must check their schedules on a daily basis. They are also warned that they may be asked to work extra hours.

If complications arise, the employee must inform his manager about this no later than 4 hours before the start of the shift.

Employees who have been absent from work for 3 days in a row without warning their supervisor will be fired due to self-dismissal. An employee who has been absent from work for 2 or more days due to illness must provide his manager with a doctor's certificate with permission to start work.

An employee is considered late if he marks his arrival at work 6 or more minutes later than the set time, and in this case receives a verbal comment. Two such delays within 30 days give rise to a written warning. In addition, an employee who is more than one hour late for his shift will also receive a written warning.

It is in the employee's best interest to call his supervisor in advance to warn him of a possible delay and to inform him of the possible time of his appearance at work. This is not an excuse for being late but can be taken into account when determining the disciplinary penalty.

Employee files, changes in employment status. A dossier is created for each employee, which is kept in the personnel department. All information is the property of the hotel. The employee is responsible for informing the HR department of all information that in the dossier must be changed or brought to a new compliance.

In particular, the HR department should have the following information:

- name, address, telephone number, marital status;
- the name of the person to be notified in an emergency;
- tax exemptions;
- life insurance data;
- the status of permanent citizenship of the country (location of the hotel).

Dismissal from work. In this case, the hotel management asks the employee to give 2 weeks written notice of his intention for the personnel manager to have time to find an appropriate replacement. The employee must contact the HR department and hand over all property belonging to the hotel, after which the final settlement will be made with him.

The salary. Salary is based on job requirements in terms of skill, experience and responsibility.

Overtime work. Since the hotel provides its services 24 hours a day, sometimes processing is necessary. Overwork is any time worked in excess of 40 hours per week. No one should do overtime work without compensation. All conversions must be approved in advance by the divisional manager and general manager. Failure to take supervisor-assigned overtime may result in disciplinary action.

Holidays. All full-time workers who have worked 90 days are entitled to leave. It may be necessary to go to work on a holiday. In this case, all employees on an hourly basis will receive a salary for that day, plus an additional payment for hours worked. Employees who are assigned to work on a holiday can take time off at any time for the next 2 weeks. To receive payment for work on a holiday, an employee must work through the last day before the holiday and the first day after the holiday provided for by his schedule.

Sick days (extraordinary). Personal leave or sick leave is considered unpaid time and is only allowed for full-time employees or permanent part-time hotel employees who have worked for at least 1 year. Personal leave is only granted with the permission of the manager. In urgent cases and as an exception, personal leave may be authorized by the HR department based on a written application on a special form. The paid vacation due must be used before the additional vacation is applied. Absenteeism at the end of the vacation can be considered as the employee's refusal to continue working at the hotel.

Disciplinary action. In order to protect the interests of the hotel, its guests and create a normal working microclimate, rules of conduct for all employees have been established.

The hotel applies discipline rules for employees who have worked for more than 90 days. However, in some cases, the hotel resorts to dismissal without warning. Thus, the hotel reserves the right to approach each case individually without setting a precedent for the future. In all cases, the HR department is notified. The following are the disciplinary measures applied in respect of non-compliance or violation of the established rules:

- Verbal warning. A record of a conversation with an employee about a specific violation, which is recorded in the employee's file.

- Written warning. A form that indicates a specific violation committed by an employee and a conversation with his manager about this. During the conversation, the manager explains to the employee the measures to correct the deficiencies. A copy of this form will be kept in the hotel employee's file cabinet.

- Suspension from work. A written form indicating what violation was committed and for how long the employee was suspended from work. Suspension can be made with or without pay. A copy of the document is transferred to the employee's filing cabinet.

- Dismissal. An employee will be fired if he has two written comments and has committed an offense of a similar nature. Serious misconduct is grounds for immediate dismissal. A copy of the dismissal form is deposited in the employee's filing cabinet. If the employee believes that the warning given to him is unfair, he has the right to discuss this issue with management.

Rules and regulations. The following rules define the standards of conduct for hotel employees. An employee who does not comply with these rules and regulations will be subject to disciplinary action. Depending on the



severity of the violation, the disciplinary action may be the termination of the employment agreement. If one of the rules marked with an asterisk is found to be violated, the employee must be fired immediately without warning. The hotel reserves the right to fire employees at its sole discretion.

- Consumption of alcoholic beverages or drugs on site. Appearance at work in a state of alcoholic, drug intoxication or under the influence of other medications.

- Sloppy appearance, untidiness, inattention to hygiene. Refusal to wear the established uniform and personal badge.

- Deliberate falsification of hotel documents.

- Prolonged absence from work or being late without good reason and warning.

- Refusal from the assigned work without the appropriate permission.

- Failure to obey the instructions of the administration. \*

- Causing damage to the property of the hotel, its guests, employees.

- Dishonesty, theft, including appropriation, storage, carrying or use of property of guests, employees of the hotel itself.

- Failure to comply with the rules of sanitation and safety. Behavior or actions that pose a hazard.

- Absenteeism after the expiration of the time off work due to illness.

- Failure to comply with established fire safety regulations. \*

Appropriation of lost valuables.

\* Any other violations that for the hotel are the basis for issuing a warning or dismissal to the employee.

At «A and O Hotel and Hostel Holding GmbH», the selection and recruitment of personnel takes place in several stages, which consist of:

1. Staff recruitment.

2. Registration of employment.

3. Education, training and admission of employees to independent work.

These stages and their content are described in the instructions "On the procedure for the selection, registration and admission to independent work of employees", which is approved by the General Director. These steps are as follows:

1. The selection of candidates for the job is the responsibility of the managers of those under divisions where there is a need for employees.

2. The search for candidates is carried out by the head of the unit or the personnel department. In the latter case, an application should be sent to the personnel department in writing, indicating the name of the position, the number of employees, their gender, age, education, knowledge of foreign languages and computers and other necessary qualities, as well as indicating the contact numbers to be contacted.

3. Upon receipt of an application, the personnel department searches for candidates.

4. Applicants who have applied for the first time are accepted at the service entrance, where the security officer issues them a questionnaire to fill in the initial information.

5. Completed questionnaires are handed over by candidates also at the service position and subsequently transferred by the security service to the personnel department.

6. The personnel department, depending on the information provided, sends the questionnaires to the heads of the relevant departments for preliminary acquaintance.

7. The heads of departments, after reviewing the materials provided, make a decision on the advisability of meeting with the candidate for work.

8. During the introductory conversation with the candidate, questions related to his business and personal qualities, professional knowledge and

skills, questions related to previous places of work and study, reasons for changing jobs, motivation for applying to this organization for employment, marital status, provision of housing, address of residence and more. In addition, the candidate is explained the requirements for the employees of the enterprise related to discipline, diligence, responsibility, rules of conduct, etc. explains the upcoming functional duties, the requirements for the employee, the work schedule and the level of wages.

9. In case of a positive decision on both sides on the issue of employment, the candidate is sent to the personnel and legal service to formalize and conclude a contract. In this case, the head of the department draws up a written opinion on the advisability of hiring a candidate for work, which is attached to the materials of the candidate's personal file.

At «A and O Hotel and Hostel Holding GmbH», in general, the selection and recruitment procedure is regulated in the instructions “On the procedure for the selection, registration and admission to independent work of employees”. According to this instruction, the department that needs new employees is engaged in the selection, and the personnel department is mainly engaged in registration for work.

### **2.3 Research questions. Indicators of the quality of working life of «A and O Hotel and Hostel Holding GmbH»**

The relevance of the research topic is determined by the need to create conditions for the expanded reproduction of the labor force, to increase its quantitative and qualitative characteristics based on an increase in the quality of working life.

The quality of working life is an important condition for the growth of labor productivity and job satisfaction.

The theoretical basis for writing the thesis was legislative acts, educational and scientific literature on management and personnel management, materials from periodicals that are devoted to the quality of workers' working life, as well as the formation of a remuneration system and career management.

Research methods:

1) Empirical methods - a set of psychological and social methods, such as questioning, testing, observation.

2) Methods of data processing - qualitative and quantitative analysis using methods of mathematical statistics

The assessment of the current state of the quality of the working life of the organization can be done in two main ways.

First, through a sociological survey of the organization's employees using questionnaires, where the work collective is divided into social strata (the poor, the poor, the disadvantaged, the well-to-do, the well-to-do and the rich) in relation to their relation to the consumption of various material goods included in the biological and social subsistence minimum. This can also be done by comparing the average monthly wages of workers with the subsistence minimum in the region (city). The disadvantage of this method is the focus only on income and the degree of satisfaction of biomedical and material needs.

Secondly, through a sociological survey of employees of a particular organization according to the degree of satisfaction with the local qualities of working life. For these purposes, it is necessary to conduct a sociological survey of the labor collective using a questionnaire, in which 2/3 of the employees of the enterprise participate.

In this work, was chosen two research methods.

1. Statistical - analysis of the composition of the hotel staff.

2. Questioning - a survey of employees about satisfaction with the quality of working life.

The survey method is a psychological verbal-communicative method in which a specially designed list of questions - a questionnaire - is used as a means of collecting information from the respondent.

#### **2.4 Research method and Measures to improve the quality of life of «A and O Hotel and Hostel Holding GmbH» employees**

The analysis of the quality of working life was carried out based on the questionnaire of A.P. Egorshina "The quality of working life".

The study involved 100 employees.

Of the 100 personnel, 16 people are the management apparatus, 84 people are middle and lower-level workers (Figure 1)

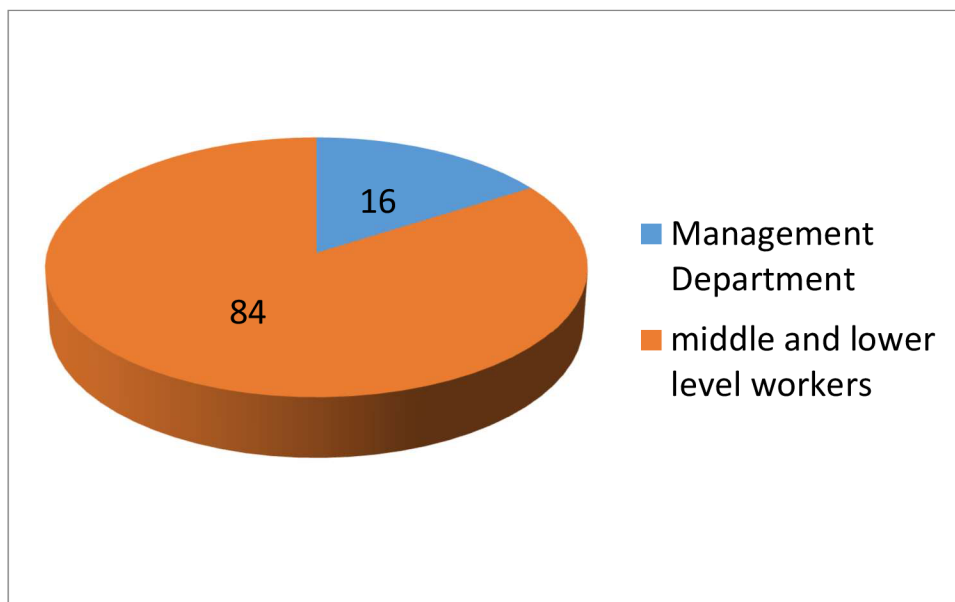


Figure 1 - The structure of the hotel personnel

Figure 2 shows that 38% of personnel are between 18-28 years old, 25% of personnel are between 29-39 years old and 25% of personnel are

between 40-50 years old. According to the analysis, can be seen that employees and specialists are all relatively young, and the age of the service personnel varies widely, from 18 to 45.

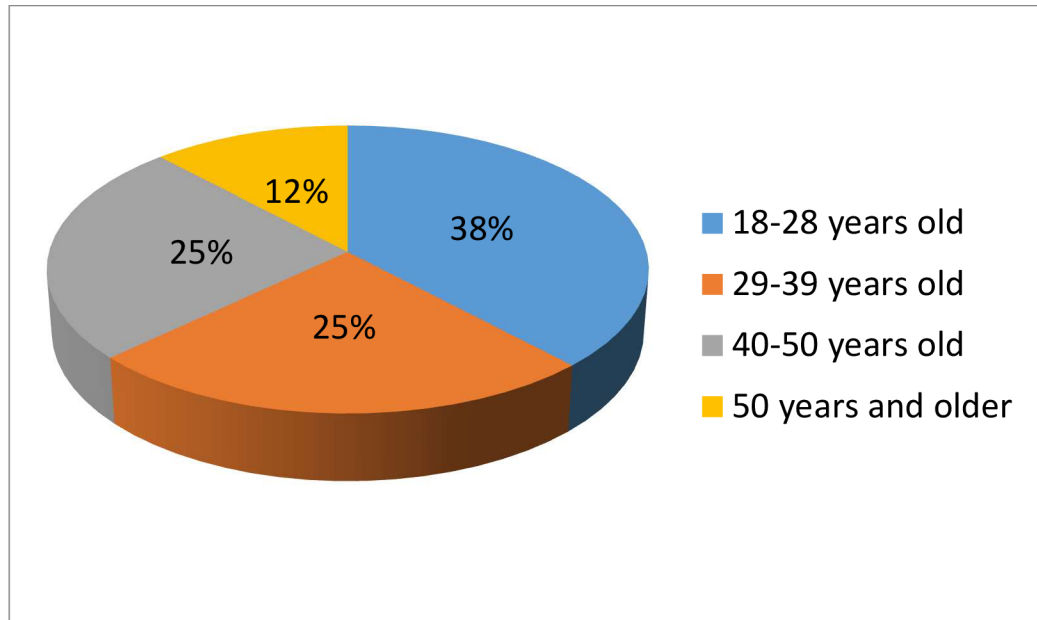


Figure 2 - The structure of the hotel staff by age

An analysis of the structure of the hotel personnel (by length of service) showed that the main work experience of the personnel is from 1-5 years (55%), from 6-10 years (23%), from 11-15 years (15%), and only 7% of employees have a work experience of 16-20 years, which means that the turnover of personnel in this enterprise is very high, this may be due to various aspects, for example, a small salary, lack of career prospects, and other aspects, thereby personnel the hotel service is constantly looking for new employees

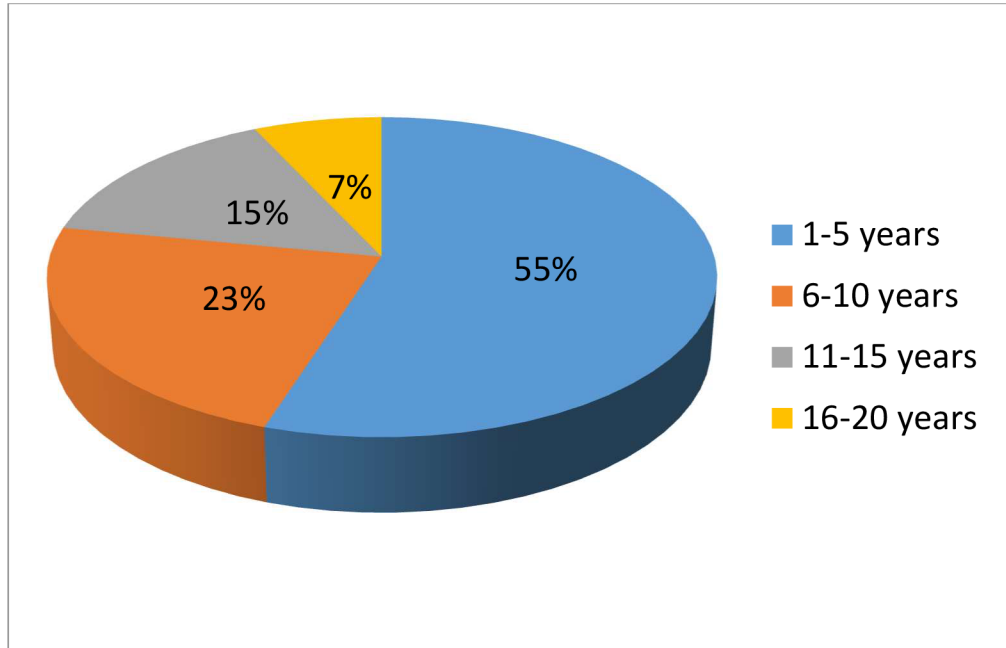


Figure 3 - The structure of the personnel of the hotel by length of service

Figure 4 shows that 57% of employees have higher education, 25% of hotel employees have secondary specialized education, 15% of staff have secondary technical education, and only 3% have two or more higher educations. This means that personnel at this enterprise are selected according to certain criteria, including education.

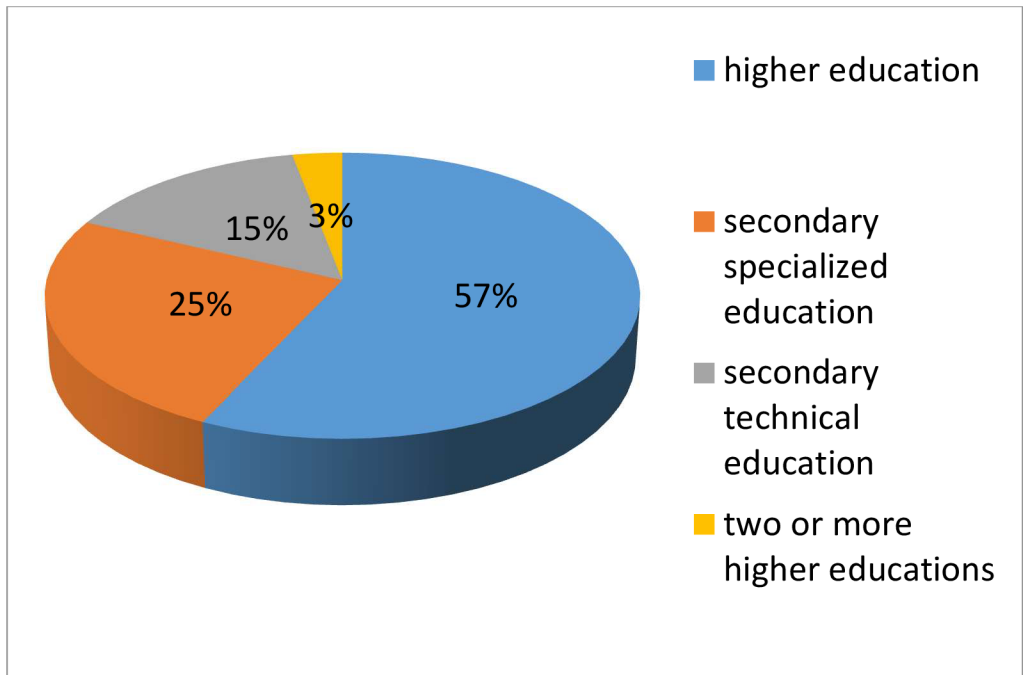


Figure 4 - The structure of the hotel staff (by education)

Figure 5 shows a small, but advantage of female staff (55%), since this is directly related to the specifics of this enterprise. In a hotel, men (45%) hold managerial positions, and where work involves hard physical labor or the specifics of the work itself require a male presence

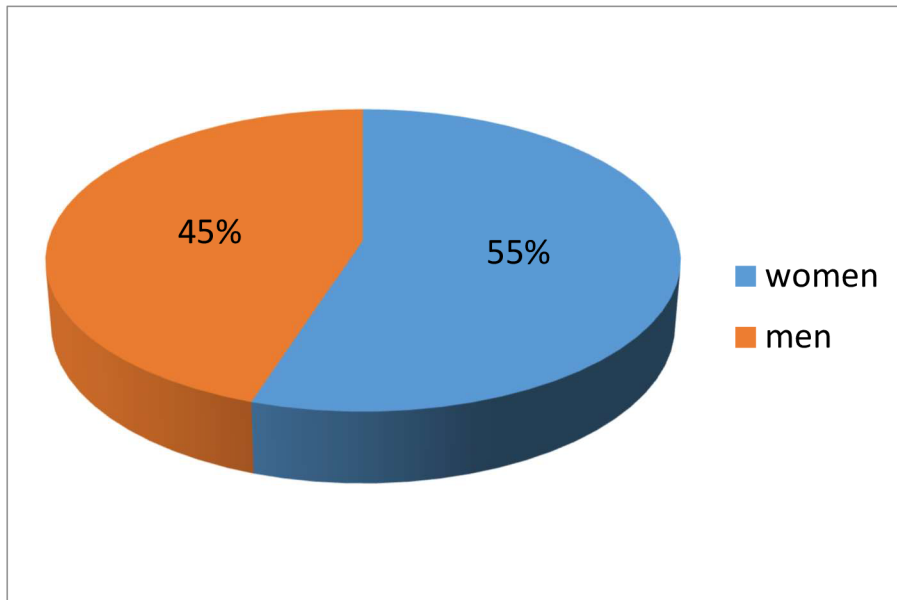


Figure 5 - Structure of hotel personnel by gender



Based on the results of the analysis of the structure of the hotel, it can be concluded that the greatest attention should be paid to the administration and management of the hotel staff motivation, i.e., increase in wages, improvement of the social package, the introduction of incentives and rewards, then the turnover of personnel in this enterprise will decrease.

The reasons for staff turnover in the hotel are different. They are mainly like this:

- Unclear chances for growth
- Low earnings
- Too much work (overwork)
- Excessive requirements
- Excessive physical activity
- Insufficient provision
- Frustrated expectations.

Employees were asked to read the indicators of the quality of working life of employees and give an assessment on a 10-point scale. At the same time, 10 points characterize the greatest achievement, and 1 point - the lowest. After that, the total number of points is calculated for each section (group of indicators).

The survey is anonymous.

The questionnaire has 7 sections, 10 questions each. The calculation is carried out for each block presented in the questionnaire of each employee, after which the average indicator for the respondents is calculated.

## 2.5 Results

According to this technique, the results were obtained on four scales. Raw scores were translated into walls and grouped by sample (by gender). The data are presented in a summary table of the study results (see APPLICATION A).

The results are as follows:

### 1. Workforce.

Assessing the results of diagnostics on this scale, it should be noted that 32% of men and 36% of women have a low level of severity of this symptom, in 8% of women and 10% of men this symptom is pronounced, the remaining 56% of women and 58% of men have an average level the severity of this sign.

As reflected the difference in the distribution of indicators in the two samples is not significant (about 2%).

To confirm the results obtained, a comparison of indicators was carried out using the Mann-Whitney statistical comparison test, which makes it possible to identify differences between two samples for the same feature. The following statistical hypotheses must be followed by:

H0 hypothesis - the level of satisfaction with the work collective among men is not lower than the level of satisfaction among women.

Table 1 – Workforce1

Comparison of two independent samples	
Mann-Whitney test	
U-score	175.5

It should be determined the critical values for a given number of subjects in the samples:

$$U_{0.05} = 138.$$

$U_{0.01} = 114$ .

$U_{emp} > U_{0.05}$ , Therefore the hypothesis  $H_0$  is correct, the hypothesis is not rejected.

Thus, there were no significant differences in satisfaction with the work collective between women and men.

## 2. The quality of working life: Remuneration, Social guarantees, Social benefits.

The results of testing on this scale indicate that the level of quality of working life for women is significantly lower than that of men, women have worse conditions. Thus, 47% of women showed a low level of quality of working life, 45% - an average level and only 8% high. Among men, 31% have a low level of quality of working life, 21% high and 48% average. It can be appreciated; the results are strikingly different. Men have a higher level of quality of working life than women. Women are more likely to see inequities in social benefits (such as maternity leave) and wages.

To confirm the results obtained, a comparison of indicators was carried out. The following statistical hypotheses must be followed by:

$H_1$  hypothesis - the level of quality of working life for women is not lower than the level of quality of working life for men

*Table 2 - Remuneration, Social guarantees, Social benefits<sup>1</sup>*

Comparison of two independent samples	
Mann-Whitney test	
U-test value	25

$U_{(greater)} = 25 < U_{0.01}$ , therefore, the hypothesis  $H_1$  is rejected.

Thus, the level of the quality of working life, and hence the wages, social guarantees and social benefits for men are higher than for women.

### 3. Leadership of the organization.

According to the results of diagnostics on a scale of satisfaction with the management of the organization, the subjects of both samples showed an average level of severity of this feature. The number of subjects with a low severity of this sign is small (12% for women and 14% for men), for most women and men, satisfaction with the management of the organization is at an average level of severity (73% and 69%, respectively), for the remaining 15% for women and 17 % of men have a very high level of satisfaction with the management of the organization.

To confirm the results obtained, a comparison of indicators was carried out. The following statistical hypotheses must be followed by:

H2 hypothesis - the level of satisfaction with the management of the organization among men is not lower than the level of satisfaction with the management of the organization x among women.

*Table 3 - Leadership of the organization1*

Comparison of two independent samples	
Mann-Whitney test	
U-score	182.5

$U(\text{greater}) = 182.5 > U_{0.05}$ , Therefore the hypothesis H2 is correct, the hypothesis is not rejected.

Thus, there are no significant differences in the severity of the level of satisfaction with the leadership of the organization between men and women. Both of them, on average, are satisfied with the leadership of the organization.

#### 4. Service career.

According to this scale, a small percentage of subjects, both women and men, with a low level of interest in moving up the career ladder at work (9% for women and 11% for men). The overwhelming majority have high indicators of the severity of interest in career advancement at work, as 29% of women and 33% of men have high indicators on this scale, 62% of women and 56% of men are average. There were no obvious differences in percentages on this scale.

To confirm the results obtained, a comparison of indicators was carried out. The following statistical hypotheses must be followed by:

H3 hypothesis - interest in promotion at work up the career ladder among men is not lower than the level of interest in promotion at work up the career ladder among women.

*Table 4 - Service career*

Comparison of two independent samples	
Mann-Whitney test	
U-test value	167.0

$U$  (greater) = 167.0 > 0.5, Therefore the hypothesis H3 is correct, the hypothesis is not rejected.

Thus, there is no statistically significant difference in the interest in moving up the career ladder in the samples. The level of interest in career advancement among both men and women is at an average level.

Generalized factor "quality of working life".

This scale allows you to assess the global quality of the working life of the team. According to the testing results, men have a higher level of quality of working life: 26% - a high level of quality of working life, 58% - average and 16% low. Among women, 17% have high rates for this factor, 51% are average and 32% are low. As can be seen, the percentage shows that men are more positive about working life than women.

To confirm the results obtained, a comparison of indicators was carried out. The following statistical hypotheses must be followed by:

H4 hypothesis - the level of the quality of working life for women is not lower than the level of the quality of working life for men.

*Table 5 - Generalized factor "quality of working life"*

Comparison of two independent samples	
Mann-Whitney test	
U-test value	127.0

$U_{0.01} < U(\text{greater}) = 127.0 < U_{0.05}$ , the differences are at the 5% significance level.

Thus, the level of the quality of working life for men is slightly higher than for women, but such differences are at the 5% level, which does not give the right to assert that the differences are reliable.

## 2.6 Discussion

In the study, the following points were identified:

1. There were no significant differences in satisfaction with the work collective between women and men.

2. The level of the quality of working life, and hence the wages, social guarantees and social benefits for men are higher than for women.

3 There are no significant differences in the severity of the level of satisfaction with the leadership of the organization between men and women. Both of them, on average, are satisfied with the leadership of the organization.

4. There is no statistically significant difference in the interest in moving up the career ladder in the samples. The level of interest in career advancement among both men and women is at an average level.

Thus, the problem turned out to be the level of women's working life, expressed in the form of satisfaction with social guarantees, social benefits and wages.

To improve the quality of working life, it is necessary to pay attention to the following factors:

- Creation of integrated work quality management systems.
- Changing the style of leadership and increasing the role of corporate culture in the management system.
- Consolidation and development of key personnel.
- Accumulation of international best practices in human resources management.
- Creation of new forms of constructive cooperation between employees and the administration of the company.

- Identifying problems in the use of labor resources and attracting the attention of managers at various levels to them for making appropriate decisions.

The table in APPLICATION B below shows a plan of measures to stabilize and motivate personnel.



## CONCLUSION

The main tasks solved in the work:

- analysis of theoretical materials on this issue;
- analysis of the movement and turnover of personnel;
- analysis of personnel management methods;
- offering his recommendations for solving the problem.

In the thesis, had been used statistical methods of processing initial information, as well as a sociological method of monitoring the quality of workers' working life, etc.

It has been identified that the level of the quality of working life, and hence the wages, social guarantees and social benefits for men are higher than for women

There is an action plan to stabilize personnel, which includes the following points:

- Conducting periodic employee surveys (every six months)
- Using incentives for quality work
- Development and implementation of a system and compensation for labor
- Development and implementation of a personnel development system
- Staff rotation on a voluntary basis at the request of employees
- Conducting trainings to improve the personal qualities of leaders

Based on the findings on the research also proposes to carry out the following events in the future:

- diagnostics of the state of the quality of working life at the enterprise on the basis of a complex of indicators used, expert assessments, the results of sociological surveys;

- organization of work to identify reserves for the growth of the quality of working life;

- identification and classification of factors affecting the quality of working life;

- selection of possible methods to improve the quality of working life;

- creation of a program to improve the quality of working life.

All these activities will improve the quality of life of employees, including women, increase their motivation to work, as well as reduce staff turnover in the hotel.

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## APPLICATION A

### Respondent's questionnaire

1. What I do at work, I'm interested in:

a) yes, b) in part, c) no

2. In recent years, I have achieved success in my profession:

a) yes, b) in part, c) no

3. I have developed a good relationship with our team members:

a) yes, b) not with everyone, c) no

4. Job satisfaction is more important than high income:

a) yes, b) not always, c) no

5. The official position I occupy does not correspond to my abilities:

a) yes, b) in part, c) no

6. In my work, I am primarily attracted by the opportunity to learn something new:

a) yes, b) in part, c) no

7. Every year I feel my professional knowledge grow:

a) yes, b) not sure, c) no

8. The people I work with respect me:

a) yes, b) something in between, c) no

9. In life, there are often situations when it is not possible to complete all the work entrusted to you:

a) yes, b) average, c) no

10. Recently, the management has repeatedly expressed satisfaction with my work:

a) yes, b) rarely, c) no

11. The work that I do cannot be performed by a person with a lower qualification:

a) yes, b) average, c) no

12. The process of work gives me pleasure:

a) yes, b) from time to time, c) no

13. I am not satisfied with the organization of work in our team:

a) yes, b) not quite, c) no

14. I often have disagreements with colleagues at work:

a) yes, b) sometimes, c) no

15. I am rarely rewarded for work:

a) yes, b) sometimes, c) no

16. Even if I was offered a higher salary, I would not change my job:

a) yes, b) maybe c) no

17. My immediate supervisor often does not understand or does not want to understand me:

a) yes, b) sometimes, c) no

18. Our team has created favorable working conditions:

a) yes, b) not quite, c) no

### Processing of results

1. Workforce - №3,8,14

2. The quality of working life: Remuneration, Social guarantees, Social benefits - №1,4,6,12,13,16,18

3. Leadership of the organization №1,15,17

4. Service career №2,5,7,9,11

### 1. Workforce

Table 6 - Workforce2

Women		Men	
1	60	1	39
2	45	2	45
3	56	3	56

### 2. The quality of working life: Remuneration, Social guarantees, Social benefits

Table 7 - Remuneration, Social guarantees, Social benefits2

№	Women	Men
1	34	44
2	45	45



3	36	67
4	48	48
5	35	56
6	51	67
7	62	56

### 3. Leadership of the organization

Table 8 - Leadership of the organization2

№	Women	Men
1	9	12
2	11	17
3	7	16

### 4. Service career

Table 9 - Service career2

№	Women	Men
1	6	13
2	16	
3	11	9
4	16	10
5	9	14

## APPLICATION B

### Table 1

*Table 10 - Personnel Stabilization Action Plan*

	Activity	Justification	Expected effect
1	Conducting periodic employee surveys (every six months)	Surveys allow employee to study the expectations of employees, their involvement in work in a given organization	Employee participation in management, personnel stabilization
2	Using incentives for quality work	Moral incentives stimulate work, create a favorable climate in the team, establish communication between the leader and the subordinate	Increased employee satisfaction, reduced employee turnover
3	Development and implementation of a system and compensation for labor	Stimulates work, creates a favorable climate in the organization, connects the interests of employees and the organization	Stabilization of personnel
4	Development and implementation of a personnel development system	Stimulates the work of employees, Promotes an increase in the quality of guest service and productivity	Staff satisfaction with work, staff stabilization
5	Staff rotation on a voluntary basis at the request of employees	Diversifies the work performed, develops professional and individual qualities of employees, establishes communication links between departments	Increasing employee satisfaction with work, the degree of their involvement in the company's activities

6	Conducting trainings to improve the personal qualities of leaders	Improves the manager's image	Good relationship supervisor subordinate
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