



A STUDY ON WORK LIFE BALANCE IN EMPLOYEES IN 5STAR HOTELS

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Abstract

The objectives of the study were to examine the work life balance in relation to employee turnover and work pressure & its effects on the performance of employees. The research study also tries to look upon the measures taken by the hospitality industry in order to have an effective work life balance. Recommendations of the study could be that employees working all over India could have been considered. More specific objectives can be considered for further research. Further research can be conducted and can include the employees working in the lower division of work. A more detailed study could be conducted with more specific factors. The limitations that came across during the study was that the study conducted was purely based on the information given by the employees and management of 5star hotels. The study has also been conducted in the current scenario and the opinions and expectations of the respondents may differ over a period of time. The study include oonly employees having white collar jobs at 5star hotels were considered. The conclusion of the research showed that most of the employees face issues like working long hours, working overtime, and job stress due to work pressure while working in 5star hotels. Many employees find it difficult to balance their work between personal and work life. Many employees said that they work for more than 8 hours a day. They sometimes miss out on family occasions while a few are able to manage their work alongside their family life. The employees also agreed that working long hours does sometimes affect their performance at work.

Keywords: Work life balance, job satisfaction, work pressure, employee performance

1. Introduction

Work-life balance in the workplace has become a more important problem as it continues to display positive results such as low turnover, work engagement, organizational citizenship behaviour, in-role efficiency, improved employee productivity, job satisfaction and organizational commitment, which in turn contribute to increased job performance Part of

staff (Konrad & Mangel 2000; Lambert 2000; Nawab & Iqbal 2013; Wang & Walumbwa 2007). Organizations should therefore offer more attention to improving employee work-life balance to improve the efficiency of the employee's job. The human factor plays an energetic role in improving and maintaining hotel efficiency. Accordingly, Arulrajah and Opatha, (2012) argued that the efficiency of a hotel depends directly on the persons that it hires.

2. Review of Literature:

Work life balance is a field of rising concern for workers and employers alike. Employees need to combine job and non-work positions and employers need it to improve efficiency and cut costs (Abbott & De Cieri, 2008). In its broadest sense, work-life balance is characterized as a satisfactory degree of involvement or 'fit' between the multiple roles in a person's life (Kossek & Ozeki, 1998). Swamy (2007) described work-life balance as a method that seeks to provide employees with the opportunity to balance their work with the obligations and interests they have outside of their job. It enables them to balance the conflicting demands of work and home by fulfilling both their own and their employers' needs (Khanna, 2014). From the point of view of the employer and the employee, Lockwood, 2003, described the term work life balance. From the point of view of workers-it is the problem of balancing work duties and personal-family commitments and employers viewpoint is the challenge of developing a welcoming organizational atmosphere where workers can focus on their employment while working.

There are five major models suggested to describe the working-life relationship outside of work (White et al 2003; Guest, 2001; O'Driscoll, 1996; Zedeck and Mosier, 1990). The first is the segmentation model which indicates that "work and non-work are to separate realms of life which are lived very separately and have no effect on each other" (Guest, 2001). The spill over model suggests work will spill over into life at home and vice versa. Work demands derive from negative job-to-home spill over (white et al, 2003; Maume and Houston, 2001:177). Others say the family-home spill over to the work sphere is negative (Sumer and Knight 2001).

It has been found that work at non-standard hours, and the number of hours has a huge impact on workers' physical, psychological and emotional well-being. This causes the rate of employee turnover to grow. A common problem that workers face in their marital life is shift work as well as constant work pressure (Presser, 2004). Job arrangements that include working on weekends and holidays that are normal in hotel life causes problems for workers attempting to navigate the relationship between work and family. This is one of the biggest problems facing the hotel's workers (Almeida, 2004). Job output depends on the amount of hours employed, as defined (Staines & Pleck, 1983).

Milkie and Peltola (1999) emphasized that happy relationships are associated with a greater sense of achievement in the work-family relationship. Work family culture has been described as common opinions, beliefs and values about the degree to which an organization promotes and values the integration of work and family life for employees (Thompson, Beauvais and Lyness 1999). In hotels, the expectations of general managers are considered essential variables in the work family dispute of the shaping boss. Some of the steps embraced by the hotel industry are also a constructive corporate culture and encouragement for job reconciliation (Allen, 2001; Anderson, Coffey, & Byerly, 2002; Starrels, 1992; Thompson et al., 1999; Thompson, Thomas, & Maier, 1992). Achieving work-life balance is a significant topic in hotel management and has received considerable attention from employers, staff, government, academic researchers and the mainstream media (McPherson

and Reed 2007,). Observing the day-to-day lives of many workers, time and stress are two major problems that need to be tackled in the hotel industry to achieve a work life balance. Managing these two factors is the key to a great balance of work life. So work-life balance formula: work-life balance = time management + stress management as derived from Gupta and Sharma (2013). Work-life balance is usually correlated with a compromise between the amount of time and effort that someone devotes to work and personal interests in order to maintain a sense of overall peace in life (Clarke, et al 2004).

The truth is that working employees tend to be more driven and show high success in their employment and organizations (Shaffer et al., 2016). These workers are also more active, and are prepared to offer more than they are expected to contribute to their hotel's survival and prosperity (Shaffer et al., 2016, Obeidat et al., 2018). When it comes to the connection between job satisfaction and organizational efficiency, it's yet to be proven. Nonetheless, the general consensus is that a satisfied worker would become a productive worker (Joo and Lee, 2017, Abualoush et al., 2017). Employees who feel comfortable and have less job pressure at work and at home are more likely to experience satisfaction with their jobs, it has been documented. In exchange, this can lower employee turnover and improve employee productivity (Koubova and Buchko, 2013).

Duxbury & Higgins, 2001, proposed that contradictions between work-family and work-life arise when the combined demands of so many positions in work and non-work life are incompatible in any regard that involvement in one role is made more complicated by involvement in the other role. The Work and Life Index indicates that longer working hours are generally correlated with worse work – life which results in every aspect of our work – life. Such results indicate that long working hours, especially in the service industry, such as hospitality and tourism, are unhealthily (Deery, 2008).

3. Research Methodology

- **Research Design**

Research design is descriptive and empirical in nature. It has been used to conduct the study. Mixed method approach comprising both qualitative and quantitative methods has been followed to meet the objectives of the study.

- **Sample Selection and Data Sources**

The respondents were targeted from 5 star hotels in Goa. The selected sample was employees working at 5-star hotels in Goa. The random sampling has been used for the study. The random sampling method refers to a form of probability sampling. Different 5 star hotels from north Goa and south Goa were considered. Self-administered questionnaire was circulated among the respondents. In total, 250 employees across all 5star hotels replied to the questionnaire through Google forms. As per Department of Tourism, Government of Goa, there are 12 approved 5 star hotels and 15 approved 5 star deluxe hotels under Ministry of Tourism, Government of India. Out of these 27 registered hotels

Research Objectives

- a. To examine work life balance in relation to employee turnover and work pressure
- b. To investigate whether work life balance affects the performance of employees
- c. To study the various challenges faced by employees in order to have a work life balance

- d. To investigate the measures taken by the hospitality industry in order to have an effective work life balance.

- **Hypothesis**

1. There is positive correlation between employee work life balance and the performance of employees.
2. Employee work pressure positively influence work life balance.

- **Tools Used For Data Collection**

The tools used for data collection were primary and secondary data. Secondary data is the knowledge derived from data that some other researcher has already collected. Data is gathered from different written sources. The secondary data was obtained from different blogs, publications, journal journals, news articles and records.

Survey method has been used to collect primary data. Self-administered questionnaire was circulated among the respondents. Apart from descriptive questions pertaining to the respondent's age, gender, marital status and children, total of 22 closed ended questions have been incorporated in the questionnaire. These questions are based on 5 points Likert scale ranging from strongly disagree to strongly agree.

The responses collected have been measured and analysed using statistical tools. To assess the factors that influence the work life balance, researcher has used Cronbach alpha to understand the reliability statistics. T-test is extensively used to test the hypothesis. It is to found out the relation between the employee work life balance and the performance of employees and work pressure influence on work life balance. The data was analysed using statistical software SPSS. Viewing research objectives and problem statement or research questions, t-test analysis was chosen to test the hypothesis and effect of work pressure on work life balance. The Cronbach Alpha was calculated for the questionnaire to measure the internal consistency. A measure of scale reliability is calculated and then the questionnaire is circulated among respondents. Demographic variables such as age, gender, marital status and children etc. are used for the study.

4. Data Analysis & Interpretation

Table 1:- Descriptive Analysis of Demographic Characteristics

Characteristics	Frequency	Percentage
Gender		
Male	75	37.5
Female	135	67.5
Age		
25 to 30	54	27
30 to 35	90	45
35 to 40	66	33

Marital Status		
Single	45	22.5
Married	165	82.5
Children		
No Children	50	25
Between 1 to 5	72	36
More than 5	88	44

Table 2:- Reliability Statistics

Dimension	No. of Items	Cronbach Alpha
Work Life Balance	6	.80
Performance of Employees	5	.82
Work Pressure	5	.75
Measures Taken by Hospitality Industry	6	.80

Hypothesis 1: There is positive correlation between employee work life balance and the performance of employees.

Table 3:- Mean & Standard Deviation of employee work life balance and the performance of employees

Item	Mean	SD
I feel my productivity is impacted if I work overtime	3.71	0.98
work overload effects on my performance	4.44	0.77
I am satisfied with the balance that I maintain between the work and my personal life	4.15	0.74

Table 4:- P value statics on employee work life balance and the performance of employees

Item	Pearson Coefficient	N	T Statistics	Degree of Freedom	P Value
I feel my productivity is impacted if I work overtime	0.25	210	3.72	208	0.000** *
work overload effects on my performance	0.26	210	3.95	208	0.000** *
I am satisfied with the balance that I maintain between the work and my personal life	0.26	210	3.96	208	0.000** *

$P > 0.005^{***}$ $p > 0.05^{**}$ $p > 0.5^*$

From the statistical results mentioned above which shows p value less than 0.005 results in a significant co-relation exist between employee work life balance and the performance of employees. Therefore we accept the hypothesis. P value for all the attributes as overtime work ($p=0.000$), work overload ($p=0.000$) and job satisfaction ($p=0.000$) effects on work life balance. The fairness of the results can be checked according to the test value which is set to be 2.5, and T value results are showing the value more than 2.5.

Hypothesis 2

Table 5: Mean & Standard Deviation of employee work life balance and work pressure.

Item	Mean	SD
Due to work Pressure I have to often work overtime	4.04	1.16
I reach work on time even though, I have other personal responsibilities to attend before my shift begins.	2.15	1.00
I worry about work when I am not at work	3.78	0.87
My family feels unhappy about my shift timings & work life	4.24	0.87
Overtime work hampers my family time	3.84	0.90
I miss family Occasions due to work	3.52	1.02

Table 6:- P value statics on employee work life balance and work pressure.

Item	Pearson Coefficient	N	T Statistics	Degree of Freedom	P Value
Due to work Pressure I have to often work overtime	0.06	210	0.87	208	0.39*
I reach work on time even though, I have other personal responsibilities to attend before my shift begins.	0.05	210	0.75	208	0.46*
I worry about work when I am not at work	0.09	210	1.28	208	0.20*
My family feels unhappy about my shift timings & work life	-0.01	210	-0.18	208	#NUM!
Overtime work hampers my family time	0.07	210	0.95	208	0.34*
I miss family Occasions due to work	0.15	210	2.22	208	0.03**

P>0.005*** p>0.05** p>0.5*

from the statistical results mentioned above which shows p value results in a significant correlation between employee work life balance and the work pressure. Therefore we accept the hypothesis. P value for the attribute as being more worried about work in absence of work (p=0.2) brings more pressure on employees. Work pressure brings overtime work, which is one of the reason for hindrance in personal life or family time. The p value for both the attributes as work pressure brings overtime work (p=0.3) and overtime work hampers family time (p=0.3) shows the significant co-relation between work pressure and its effect on work life balance. The most significant attribute missing family occasions (p=0.03) effects strongly on work life balance of an employee whereas, the attribute as my family feels unhappy about my shift timing shows no relation with work life balance.

5. Conclusion

Most of the employees working in 5star hotels work overtime. Since the hospitality industry runs at full heights, the employees have to be ready to meet the customer needs at whatever time it maybe. Long working hours & overtime is a very common issue among employees working in the 5 star hotels. Many of the employees do not prefer changing their jobs because they enjoy their work and they enjoy working in the hospitality industry by giving their best to the customers. Even though the work load is too much they still prefer working at 5star hotels. It was found that only because the employees are paid less that they might think of leaving their jobs. Money is required to have a good living but the love for your job or the industry may not give you the desired living.

Many of the employees in the 5star hotels tend to miss family occasions sometimes. This happens due to work overload and overtime work. Overtime work indeed hampers the family time of employees sometimes. While some employees make it a point never to allow the family time to be hampered. Majority of the employees share a good relationship with their colleagues which intern helps them to have a co-operative environment at the workplace. In spite of having other responsibilities the employees still manage to reach work on time which might help them also finish work on time. The 5 star hotels give facilities to their employees such as day care centre for children in order to help the working parents. They keep their employees who are working mothers happy.

The disadvantage is that majority of the employees in 5star hotels are not paid for overtime. Working in 5 star hotels seems to be advantageous as majority of the employees have job security in spite of other issues. All employees have a specific no of holidays in a year. But the disadvantage is that many times the employees have to take an off on a week day but work on a Sunday. It has been noticed that all most all employees have one day off in a week but not on a weekend. Many employees are just used to their work pattern that they are satisfied with the balance between work and personal life. Majority of the employees work overtime. The hotel industry is known as the twenty four hours service industry which allows its employees to work overtime specially during the tourist season.

6. Future Scope of the Study

Long working hours, increased stress, and inability to spend time with family are some of the factors that affects the productivity of most of the employees working of most of the employees working in 5star hotels. Sometimes work overload also decreases the productivity of the employee. Management of 5star hotels should focus on provisions of employment practices pertaining to work life balance that have a greater impact on enhancing productivity of its employees. The management in 5star hotels should find more effective ways to help their employees balance their work and family life. The management should consider giving additional leaves or holidays to the employees in rotation so that it helps the employees work better and be focused. The management can also introduce part time work to employees where they can pay them on an hourly basis. Future research should focus on these parameters, its scope, cost required and perspectives of employee and employer both towards above said parameters.

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