

# Study on the Work Life Balance of Hotel Employees in Metro Cities

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## Abstract

**Aim:** The aim of study is to find out the levels of work life balance (WLB) experienced by hotel employees in metro cities and ascertain factors that influence WLB.

**Materials and Methods:** the study is based on, analysis of information collected from 732-hotel employee working in hotels of metro cities of India. With the help of MS Excel and SPSS the data was organized and analysed through statistical tests like factor analysis, correlation analysis, Student t test, ANOVA and Tukey HSD to interpret the results.

**Results and discussions:** The study found that the levels of WLB experienced by hotel employees in metro cities present a high variation depending on organizational factor, gender, age group and family structure. Overall, there is a lack of satisfactory WLB for the employee of hotel industry.

**Conclusions:** There is a lack of WLB experienced by hotel employees in metro cities, employees working in front of the house operations and housekeeping experience higher levels of WLB. The levels of WLB experienced by an employee, with age, follows a U shape curve. Factors like family structure and gender also influence levels of WLB.

**Keywords:** Work life balance, hotel, metro cities, employees, service industry

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## 1. Introduction

Work life balance is a broad and complex phenomenon, even after so many researchers and scholars had tried to give an exact definition but still not have a universally accepted definition (Reiter, 2007; Maxwell, 2004). The expression of the word 'work life balance' emerged during 1970, was described as a balance of individual's work and personal life (Newman & Matthews, 1999) where in an individual is not spending more time on work and lesser time on other aspects of life (Lockwood, 2003).

If we consider hotel industry, a part of hospitality industry is a people oriented and people centred service-based industry. People are essential in all aspects of service (Fáilte Ireland, 2005) so it require to work for long and irregular hours, greater emphasis on face to face interaction (Xiao and O' Neill, 2010; Blomme et al, 2010;) a need for better coordination, shift work and even working on holidays and festivals. Studies had also shown that working long hours represent commitment and productivity but at the same time, they are deterrent to

a family life (**Shakir & Siddiqui, 2014; Pradhan, Jena, & Kumari, 2016**). For the people employed in hotels, it is a challenge to maintain a work life balance, as work and family lives are in conflict. Absence of work life balance will affect performance on both the fronts and with minimum role conflict work life balance can be achieved (**Sturges & Guest, 2004**), so it can be stated that work and family responsibilities go hand in hand and are mutually related to each other (**Özdeveciöglu and Doruk, 2009**).

## 2. Significance Of The Study

One of the major reason cited by hotel employees for job dissatisfaction and stress is lack of work life balance, also some factors within the hotel industry that increases the levels of work life imbalance causing physiological and psychological issues. The study will try to ascertain any association between factors like department of work, gender, age and family structure and levels of work life balance experienced by employees. The result of study will help the individual working in hotels and hotel management to ascertain the pattern of work life balance in different categories of hotel employees and can formulate selective organizational and personal interventions that can improve the levels of work life balance there by benefiting both employees and hotels.

## 3. Review Of Related Studies

As per various studies it is evident that hotel industry lack family-supportive work environments necessary for the benefit of the employee and the organization (**Cullen and McLaughlin, 2006, Deery, 2008, Farrell, 2012**) and if organization does not think about the work balance of employees and manage it properly, will decrease employee productivity and performance, (**Abioro, Oladejo, & Ashogbon, 2018**). It is a proven fact that that work life balance practices has a direct relation to improvement in productivity, enhances retention and decrease the levels of absenteeism that results in to better financial performance (**Daniels & McCarraher, 2000**). On employee's front, they desire to achieve both the career goals and want to remain committed to a family relationship. Empirical research has demonstrated that work life balance is an important target for employee intervention measures that allow employees to negotiate realistic and adequate expectations from their roles within and outside of the workplace (**Carlson, Grzywacz, & Zivnuska, 2009**). Companies must realize the importance of work-life balance consistently concerning productivity, employee performance, and improving the quality of life of employees (**DarkoAsumadu, Sika-Bright, & Osei-Tutu, 2018**). Employees' quality of work-life is becoming a business issue. Leading employers are recognizing that positive work-life outcomes for employees are key ingredients of a successful business strategy (**Graham, 2006**). Work-life balance contains three components, such as a balanced time, a balance of work and family involvement, and fair satisfaction (**Wong, Bandar, & Saili, 2017**). As majority of hotels are located in metro cities and the life styles of these cities are entirely different as they are densely populated and commercial hub, this study tried to find out the levels of work life balance experienced by employee of hotels in metro cities. Review of literature concluded that a detailed study to analyse various aspects of WLB of hotel employees is required.

## 4. Objectives Of The Study

The main objective of the study was to measure the WLB experienced by hotel employees and to analyse it with the various factors like gender, age, department of work and family structure. The study will analyse whether hotel's employee profile defined by the factors stated and work life balance experienced by them has any relations.

## 5.Hypotheses Of The Study

Following hypothesis were formulated for the study

H1: Hotel employees of metro cities experience satisfactory WLB

H2: Hotel employees of different departments experience same levels of WLB

H3: The levels of WLB is same for both male & female employees

H4: The WLB of employees is indifferent to age group.

H5: The WLB and the family structure has no association

## 6.Population And Sample

Population defined for the study was hotel employees working in hotel located in metro city, only at operational, supervisory and lower level of management. Researcher employed a combination of random and convenience sampling and collected information from 732 participants.

### 6.1.Statistical Techniques Used in the Present Study

The data was organized with through MS Excel and SPSS, analysed through statistical tests like factor analysis, correlation analysis, student t test, ANOVA and Tukey HSD to interpret the results.

### 6.2.Data Analysis and Interpretation

Study is based on the data collected from 731 hotel employees working in hotels (classified as 4 star or 5 star or 5 star deluxe hotel) of metro cities of India, at different levels in hotels. Self-administered questionnaire was used to collect information from the employees of hotel working in metro cities of India. The research instruments was developed after an explorative research, review of existing literature, review of job portals and interviews conducted on the subject. The explorative research helped to identify four dimension of WLB namely quality time, involvement, satisfaction & health & to formulate statements included in the research instrument. The questionnaire contained set of statements pertaining to WLB before actual implementation of the instrument; a pilot study was conducted to ascertain reliability and validity of the instrument. For sample selection a combination of random and convenience sampling was used. The participation was voluntary and employed in a hotel situated in a metro city with minimum one year in the same hotel. We collected data from operational, supervisor and front line managers only. Participants recorded their responses, based on their own experiences and opinions, to individual statement on a five point Likert scale. Every dimension of WLB were assigned equal weightage with maximum score of 400 for the entire questionnaire, as per statistical inference score of 300 was considered as a threshold value to consider the levels of WLB as satisfactory, as it signify participant's agreement to majority of statements. To eliminate bias, few statements in the instrument were negatively presented; scores of such statements were reversed to get logical inference. With Excel and SPSS the data was organized and analysed.

Values for Cronbach alpha was found to be 0.805 & Bartlett's test of sphericity was significant (p value less than 0.05), ensuring sample adequacy for factor analysis & statistically significant correlations among the variables.

**Table 1 Cronbach's Alpha Value**

<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.805	.828	32

32 statements were analysed through factor analysis, principle component analysis (PCA) was applied; data was rotated through varimax rotation to extract factors. As per the result of PCA, four factors were identified that accounted for 73.15 percent variation in overall sample, 3 statements were found insignificant and were dropped from the questionnaire. The four factors were Quality time, Involvement, Satisfaction and Health. A total of 721 participant's information was analysed, Table 2 & 3 describes the profile of the respondents based on gender, age, department and family structure.

**Table 2 – Grouping of respondents on the basis of age and department of work**

	FOOD PRODUCTION	FOOD SERVICE	HOUSE KEEPING	FRONT OFFICE	Total
<b>MALE</b>					
20-25	37	35	21	18	111
25-30	31	27	27	17	102
30-35	35	22	25	28	110
35-40	26	21	19	21	87
40-45	21	16	14	7	58
45-50	9	17	5	8	39
above 50	7	8	2	5	22
<b>FEMALE</b>					
20-25	7	15	21	22	65
25-30	5	15	19	29	68
30-35	4	11	10	6	31
35-40	3	2	11	8	24
40-45	2	0	4	2	8
45-50	0	0	3	1	4
above 50	0	0	2	0	2

**Table 3 Classification of participants based on age and family structure**

	Single	Married without children	Married with child/ children	Married or single with parent/s with a need of care	
<b>MALE</b>					
20-25	61	30	11	9	111
25-30	8	18	69	7	102
30-35	3	4	91	12	110
35-40	0	1	80	6	87
40-45	0	1	49	8	58

45-50	3	0	33	3	39
above 50	1	0	18	3	22
FEMALE					
20-25	23	32	2	8	65
25-30	8	27	18	15	68
30-35	3	2	15	11	31
35-40	2	0	16	6	24
40-45	1	2	3	2	8
45-50	0	0	4	0	4
above 50	0	0	2	0	2

The total score of WLB was calculated based on the four factors and T test, ANOVA and Tukey HSD was applied to draw out inferences.

The one sample T test, Table 4, with a test value 300 as threshold for acceptance, p value less than 0.05 and t value -13.654, the hypothesis. H1: Hotel employees of metro cities experience satisfactory WLB rejected, concluding hotel employees of metro cities do not have satisfactory WLB.

**Table 4 Result One sample t test for WLB levels**

	N	Mean	Std. Deviation	Std. Error Mean
Work Life Balance (WLB) Score	731	2.7332E2	39.77309	1.92475

	Test Value = 300					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Life Balance (WLB) Score	-13.864	730	.000	-26.68436	-30.4676	-22.9012

Result of ANOVA test, Table 5 , indicate ( $p < 0.05$ ) there exist differences in the levels of WLB among employees of different department, rejecting the hypothesis H2: Hotel employees of different departments experience same levels of WLB, proving employees working in different department have different levels of WLB. Also the result of Tukey HSD, Table 6, ( $p < 0.05$ ) indicate that WLB of employees of show a decline in order of Front office, Housekeeping, Food service and food production department.

**Table 5 Result of ANOVA test for WLB and Department of work**

Levels of Work Life Balance ( WLB)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	832624.653	3	277541.551	473.158228	0.00
Within Groups	426438.125	727	586.5723865		
Total	1259062.778	730			

**Table 6 Result of Tukey HSD for WLB and Department of work**

Core Department of work	N	Subset for alpha = 0.05		
		1	2	3
Food Production	187	236.24		
Food Service	189		259.03	
House Keeping	183		276.53	
Front Office	172			331.32
Sig.		1.000	.998	1.000

Result of ANOVA, Table 7, ( $p < 0.05$ ) reflect WLB levels are not same for male and female employees, rejecting the hypothesis H3: The levels of WLB is same for both male & female employees,

**Table 7 Result of ANOVA test for WLB & Gender**

Levels of Work Life Balance ( WLB)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	89614.459	1	89614.459	125.263477	0.00
Within Groups	521532.231	729	715.4077243		
Total	611146.69	730			

As per the result of ANOVA, Table 8, ( $p < 0.05$ ), WLB are different for different age groups. The result of Tukey HSD, Table 9, reflect U shape curve for WLB, WLB were highest for employees between 20-25 years and then the WLB levels gradually decreases and then increases for employees in age bracket of 45-50 and above. Rejecting the hypothesis H4: The WLB of employees is indifferent to age group, reflecting WLB is differential for different age group.

**Table 8 Result of ANOVA test for WLB & Age**

Levels of Work Life Balance (WLB)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	198659.658	6	33109.943	51.95989027	0
Within Groups	461348.14	724	637.2211878		
Total	660007.798	730			

**Table 9 Result of Tukey HSD test for WLB & Age of respondents**

Age ( Years)	N	Subset for alpha = 0.05			
		1	2	3	4
35-40	111	232.34			
40-45	66		269.14		
30-35	141		275.32		
25-30	170			301.21	
45-50	43			307.98	
20-25	176				328.15
above 50	24				331.07
Sig.		0.998	0.1	0.909	1

Result of ANOVA, Table 10, ( $p < 0.5$ ) proves that WLB for people with differential family structure are different rejecting hypothesis H5. As per results of ANOVA, ( $p < 0.05$ ), WLB was found significantly different for employee with different family structure. Rejecting hypothesis H5: The WLB and the family structure has no association, proving there is an association between WLB with family structure, results of Tukey HSD reflect WLB levels for highest for single and lowest for employees with children and parents.

**Table 10 Result of ANOVA test for WLB & Family Structure**

Levels of Work Life Balance (WLB)					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	73582.174	3	24527.39133	19.4891275	0.00
Within Groups	914941.6	727	1258.516644		
Total	988523.774	730			

## 7. Recommendations

Study recommends that organisational interventions like fixed & normal working hours can improve the levels of work life balance; straight shifts of shorter duration can also help in enhancing work life balance. Organization should also can help by providing support systems to employee in managing their work and life.

## 8. Conclusion

The study concludes that levels of WLB experienced by employees of hotels in metro cities are differential, the WLB experienced by employees in Front office found to be satisfactory whereas employees working in other departments do not experience satisfactory work life balance. This could be because of the fact the employees of front office work for a straight shifts and their work schedules are more fixed, as compared to any other department, the levels of work life balance experienced by females and male employees are different; the women employees have a better work life balance as compared to males. In contrast to assumption that female employees would have a lower levels of WLB. The study proves that the male employees have a lower levels of WLB, the possible reason behind the phenomenon can be the lesser number of women employees in food production and food service departments as compared to front office and housekeeping, the departments where the work schedules is flexible, work load is heavy and timings of shifts are uncertain. Study also conclude that the WLB experienced by employees of hotels in metro cities and their age, follows a U shape curve i.e the WLB experienced by a younger employee is satisfactory but with increase in age the WLB decreases and as the age progresses the WLB experienced by employee increases. The reason for WLB following a U shape curve can be associated with the fact that with increasing age family structures and demands in personal life keeps on changing increasing the conflict between personal and work life. WLB experienced by hotel employee is associated with family structure, a single or a married hotel employee experience highest level of WLB.

## 9. Limitations and Scope for future research

The study is based on the information collected from 731 hotel employees of 5 metro cities Delhi, Mumbai, Pune, Chennai and Banglore of India. This study is a part of an ongoing research that begin in the year 2015 to study the various aspects of WLB in hotel industry. The information collected and analysed may be limited to generalize the findings to entire hotel industry. Future studies can direct towards finding out the reasons behind differential WLB based on the various factors discussed, and to find out personal and organizational interventions to improve WLB of hotel employees.

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