

A Study on Work Life Balance of Employees Working In The Hospitality Industry – Chennai

***S.DEEPIKA and **Dr. S.ELANGO**

*Ph.D. Research Scholar ,** Associate Professor
PG & Research Department of Commerce,
Urumu Dhanalakshmi College,
Tiruchirappalli-620019.

INTRODUCTION

In the modern globalized world of cut throat competition, where each organization is struggling for markets hare and profitability, th eexpectations from employees at all levels have increased. They are expected to work longer hours, work even from home, be accessible at all times on mobiles and laptops, travel frequently and keep connected to the team to ensure results. This concern for results often leads to encroachment of family time and personal time thus disturbing balance of life. Work Life Balance (WLB) can be defined as an effective and efficient way of managing various responsibilities at work, at home and other areas of daily life. WLB is an important issue of concern not only for the employees but also for the organizations which have to suffer its negative consequences in the form of low morale leading to low productivity and high attrition rate. In the intensely competitive business environment ,organizations are expected to raise productivity, which inter-alia requires employees with enhanced work life balance so that they can have better work engagement. The issue gains even greater significance for the service sector where the productivity is largely dependent on the performance of the human capital rather than the machine. It is well established that employees with higher work life balance add more value towards the organizational common goals of growth and success.

Need for the Study

It has been observed that the attrition rate of employees is high in luxury segment hotels. The hospitality attrition rate rose to 72.1 percentages in 2017. In the past, a lot of research has been done on various organizations but literature research lacks extensively on the effect of work life balance on different dimensions of HR like job satisfaction, job stress and employee turnover in

the luxury segment in hotel industry. The purpose of this study is to understand the work life balance of employees in the luxury segment hotels in Chennai. Findings and recommendations of this study can be used by the luxury segment hotels to maintain better work life balance and enhance job satisfaction of their employees.

Statement of the Problem

A problem well defined provides a right direction to the researcher towards the research and becomes an essential prerequisite for overall investigation. For the present study, four major variables have been considered; they are work life balance, job satisfaction, and job stress and employee turnover. The study focuses around these variables only and examines the association among them. Thus it was found to be prudent to define the problem in such a manner as it clearly explains the essence of the present study. For this research study, research focus has been defined as assessing any kind of *A Study on Work Life Balance of Employees Working in the Hospitality Industry – Chennai*.

Objectives of the Study

1. To study the work life balance of the luxury hotel employees in Chennai.
2. To examine the various dimensions affecting the work life balance in the hospitality industry in Chennai.
3. To study the role of work life balance in job satisfaction and job Stress.
- 4.

Research Methodology

The study is descriptive in nature. An extensive research was collected to carry out the objectives of the study. The present study involves data collection under actual environmental condition. So, both primary and secondary data was used in the study.

Period of Study

The study covers a period of 4 months.

Sampling Technique

Further to select luxury segment in hotel industry in 105 employees out of total population, *Convenience Sampling Technique* was used.

Sample Size

The 95 sample size was split into senior management, middle and supervisory and frontline employees.

Statistical Techniques Used

1. Linear Regression Analysis
2. ANOVA (One -Way Analysis of Variance)

Limitations of the Study

1. The present study confines its scope with employees in Hospitality industry at Chennai only.
2. In order to keep a focused approach only luxury hotels were chosen for the present study. Including budget hotels and non-luxury hotels would have made the study defocused for generalization in the select geographical areas.
3. The sample size is too limited; the scope of application of the findings of the present study is also limited.

REVIEW OF LITERATURE

David (2016) examined why work life balance has been a widely discussed topic for research and policy. He further examined the concept of balance and its implications on the relation between work place and personal life. Author developed a model showcasing the causes, nature and consequences of acceptable work life balance.

Also some more researches also are cited to signify the related aspects. This study has given a brief sketch of work life balance.

Yu-Chin, Sheryl and Thomas (2017) conducted another study with two main aims; firstly to assess lodging managers' perceptions of difficulties and balancing their work and personal, and secondly, to examine if lodging managers' work gets disturbed with or is enhanced by their personal lives, or vice versa. The findings indicated that most lodging

managers perceive that they have been able to strike a balance between their work and lives. This study was more on establishing conceptual framework of work life balance.

Deery, (2018) studied about the main issues related to work and life balance with a specific focus on the practices and their trends within the industry. The study revealed that the long/unsocial working hours, job insecurity, unclear role, lack of independence and pressures from life have impact on work life balance negatively.

Katherine (2018) further draws attention toward work life balance by undertaking a study on different generations. The study found that the present generation of employees puts up a great attention towards work life balance than employees of the previous generation. While recruiting organizations need to focus on employing such personnel that will give them a competitive edge in the marketplace.

Priddis (2019) determined that the different generations are represented in the work force and the work life balance needs are different for each generation. The results showed an interest for changing the hours to allow for compressed work weeks or working at home.

PROFILE OF THE STUDY AREA

HOSPITALITY INDUSTRY

The hospitality industry is much broader than most other industries. The majority of business niches are composed of only a handful of different businesses, but this industry applies to nearly any company that is focused on customer satisfaction and meeting leisurely needs rather than basic ones.

One of the most defining aspects of this industry is that it focuses on customer satisfaction. While this is true of nearly every business, this industry relies entirely on customers' being happy. This is because these businesses are based on providing luxury services. Very few hospitality businesses provide a basic service that people need, like food or clothing.

Most people think that hotels alone belong to the hospitality industry, but hotels are only one sector of this industry. Many forms of transportation that cater to tourists are also part of this business world. For example, this niche includes airlines, cruise ships and even fancier trains. Restaurants, general tourism and event planning also belong to this niche.

Some of these businesses partially belong to the hospitality industry. For example, a fast food restaurant would be considered convenient. A restaurant that provides fancy food with amazing service would be providing a hospitality service.

There are four broad sectors in Hospitality industry:

- ✓ Food and beverage
- ✓ Travel and tourism
- ✓ Lodging
- ✓ Recreation

ANALYSIS OF INTERPRETATION OF DATA

1. Mean score

Age of the respondents

S. No.	Age	Mean	N	Std. Deviation
1	Below 20 years	50.95	12	6.75
2	20-25 years	49.63	45	9.14
3	25-30 years	54.74	17	11.69
4	30-35 years	56.22	11	10.74
5	Above 35 years	56.10	10	11.71

Mean score of the work life balance was compared among the employees of different age categories under study. As a result of one-way ANOVA, it is established that overall work life balance significantly differs for the employees with respect to their age (p value <0.05). As the age of employee increases, the associated work life balance score also improves. This signifies that there is a positive significant relationship between employee age and WLB score. The population sample under study falls into four age groups as shown in the above table. The age group of 31-35 years have the highest mean score value of 56.22 as compared to the age group of 21-25 years which has the lowest mean score value of 49.36. This establishes that the age group of 31-35 have a better WLB as compared to other age groups.

Dimensions of Work Life Balance

	N	Mean	Std. Deviation
Social Needs	95	48.83	15.9
Personal Needs	95	54.34	16.88
Time Management	95	55.25	12.17
Team Work	95	56.91	13.22
Compensation and Benefits	95	55.90	14.47
Work	95	55.86	17.05

Overall WLB	95	54.51	14.95
-------------	----	-------	-------

An earlier work on WLB by Peshave corroborates the fact that long and strenuous working hours and shortage of manpower are the major factors responsible for poor WLB amongst hotel employees. Scheduling conflicts and pressure of multiple roles are the major components of poor WLB of hotel employees. The work environment in hotels is impacting on the WLB of the employees since they do not get sufficient time for their personal and social Commitments.

2. ANOVA

ANOVA Departments and Social Needs

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	344.38	3	114.79	.550	.649
Within Groups	102533.05	91	208.82		
Total	102877.44	94			

Table above indicates the degrees of freedom for the between-groups estimate of variance is given by the number of group, here there are four groups. Hence $(n-1)$ is $4-1=3$.

The degrees of freedom for the within-groups estimate of variance is calculated by subtracting one from the number of people in each condition / category and summing across the conditions / categories. Here, total employees $495 - 4 = 491$. The fourth column indicates the estimates of variance (the mean squares.) Here, the mean square is arrived by dividing the sum of square by its degrees of freedom. F ratio is calculated by dividing mean square between-groups by mean square within-groups. One-way ANOVA analysis reveals that there was no statistically significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 0.550, p = .649$).

FINDINGS

1. Social needs refer to enjoying different relationships and association with family and friends. Our study on employees working in luxury hotels reported that employees are unable to adequately fulfill their social needs (mean score 48.83) due to long working hours and erratic work schedules.

2. Personal needs include activities such as exercise, enjoying the activities of interest, investing time in planning for life insurance policies and other related financial matters etc. The satisfaction of personal needs (mean score 54.34) of employees of luxury hotels is a little better than the social needs.
3. Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity. The mean score of time management of employees of luxury hotels as established from the study is 55.25.
- 4.

SUGGESTIONS

1. It was felt that most of the middle and senior level personnel contacted during primary survey were not aware of the WLB. This ignorance is most likely to get reflected in the policy formation and execution, making the whole environment somewhat insensitive to the need to establish WLB. Consequently, awareness needs to be created about WLB, which would help to generate greater concern for mitigating WLB activities which in turn will improve employee satisfaction and work performance, as well as check attrition rates.
2. Respondents receiving low remuneration in the hotel industry constitute a fairly large segment, which also reported a relatively low WLB, especially on account of inadequate fulfillment of social and personal needs. The wages of this segment are relatively lower in comparison to other industries, which need to be addressed either through statutory provisions or voluntarily by the hotels.
3. Employee behavior and productivity are directly influenced by human resources management policies, practices, and capabilities of the organization, as well as organizational culture and climate.

CONCLUSION

Business organizations have become very demanding in this dynamic environment, especially the service industry. Work in hospitality industry has turned to be quite exacting as customer expectations in terms of comfort and range of services have raised

dramatically, further stoked by intense competition in the industry. Thus, it is becoming increasingly challenging for the staff to meet customer demands and it gives rise to work pressure. This pressure is manifested in multitasking, increased hours of work, leading to emotional and physical strain and ultimately leads to work- life imbalance. In case the imbalance goes unattended, it leads to employee dissatisfaction with job, increased stress and finally job change. The present study attempted to understand this relationship between WLB, job satisfaction, job stress and employee turnover in the hotel industry.

REFERENCES

1. Abdali, F. (2016). Impact of employee turnover on sustainable growth of organization in computer graphics sector of Karachi, Pakistan. *Afro Asian Journal of Social Sciences*, 2(2), 1-31.
2. AlBattat, A.R.S., & Som, A.P.M. (2017). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8(5), 62.
3. Allen, R.I., Lambert, E.G., Pasupuleti, S., Tolar, T.C. & Ventura, L.A. (2018). The impact of job characteristics on social and human service worker, *Social work and society*, 2(2), 32-40.
4. Amah, O.E. (2019). Job Satisfaction and Turnover Intention Relationship: The Moderating Effect of Job Role Centrality and Life Satisfaction. *Research and Practice in Human Resource Management*, 17 (1), 24-35.