

# A Study on Work Life Balance in Hotel Employees, Trichirappalli District

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## ABSTRACT

Work Life Balance is the dangerous task of contemporary economic world as employees in organizations are facing lot of pressure from working institution and pressure from new social structure. Though the issues and problems are different in nature and influencing the life in different point. Hotel industry is well-known from others in respect to provision of services round the clock. Due to the seasonal nature of hotel business and high destruction rate in the industry, it suffers from serious manpower shortage. More overly the hotel employees are compelled to proceeds up the extra load by working for long hours .Such work environment may impact on Work Life Balance of the employees since they do not get sufficient time for their personal and social commitments. At the same time the workers get low income to comparing the other industrial employers. This paper talk about the key issues surrounding the discussion over work-life balance. It provides an overview of current thinking in the general work environment, with specific focus on the issue within the kindness industry. This paper presents the literature on work-life balance issues and impacts about the hotel employers. This paper presents a framework to examine ways to overcome the current shortage of work-life balance, especially within Hotels in Trichirappalli district by selecting 50 experts randomly from different Hotels with the help of a structured questionnaire. Analysing the data, it was found that stress of employers, health conditions and Seasonal changing and irregular working schedules are the major factors contributing to poor Work Life Balance which correlates with the employee job performance in hotel industry.

## 1. Introduction

The expression 'work-life balance' (WLB) was first used in the middle of 1970s to describe the balance between an individual's work and personal life (Newman & Matthews, 1999).

In the present scenario, a vast majority of people seem to be working longer and harder than ever before and as a consequence are finding it ever more difficult to achieve a much desired work-life balance (Sturges & Guest, 2004). In particular, technological, structural, and demographic changes brought about in employment, together with greater than ever demand for more multiskilled and flexible 'knowledge workers' (Carnoy & Castells, 1997), are being allied with negative experiences of work such as involuntary contingent work and role overload. These experiences have been correlated directly and indirectly to the quality of family life (Greenhaus & Beutell, 1985), psychological well-being, and health (Cooper & Smith, 1985; Nolan, Wichert, & Burchell, 2000). A balance between work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict (Sturges & Guest, 2004). From the perspectives of employees, WLB is the maintenance of a balance between responsibilities at work and at home. According to Edmund Heery & Noon (2008), "Work-life balance is the principle that paid employment should be integrated with domestic life and community involvement in the interests of personal and social wellbeing." In the words of Julie Morgenstern, "Work-life balance is not about the amount of time you spend working versus not-working. It's more about how you spend your time working and

relaxing, recognizing that what you do in one fuels your energy for the other.

Balancing the demands of the workplace and a personal life is an important issue across industries. As more workers are being forced to work round the clock, modern society is being defined as 'the 24 hour society' (Kauppinen, 2001; Merrlie, & Paoli, 2001). 'Round the Clock' work entails night work, evening work and work on a shift basis.

Hotel employees are being faced with long working hours, heavy workload shift duties and handling demanding and difficult customers has become a take-for granted marvel in the hospitality industry (Hsieh et al., 2004; Sarabakhsh et al., 1989). This has a important impact on their individual lives, as well as on their respective families. People have difficulty working in different roles or even multiple roles leads to stress (Grandey and Cropanzano, 1999). The secondary stress that hotel employees experience is associated to work and family conflicts (Wong & Ko, 2009). The issue of work -life balance has received much attention, and the different actors and participants in different industries are regularly becoming aware of applies for balancing work and life (Wong & Ko, 2009). It can be particularly difficult to achieve "work -life balance" in industries where nontraditional hours and unusual timetables are the model. Hospitality has historically been one such industry. There are many cases that suggest that work-life balance assists in retention, productivity and the recruitment of good staff (Evans and Vernon, 2007; Pocock, 2005).

Tourism is an important element of the state. The District has virtually all the facets of tourist interest. From the time ancient the Trichy District is famous for religious tourism. Trichy is most religious city to comparing other cities. Trichy district around more number of temples and more tourist places such as Kollidam ,mookumbu Anikut, Kallani anikut, Pachamallai, butterfly park, etc. Rockfort Temple refers to an ancient fort and the temple which is situated in the fort's highest reaches. Rockfort played a major part in the Carnatic wars that was a major battle that helped establish the British Rule in India. The fort also has the famous Ucchi Pillayar Temple which was built in the 7th century and stands 83 meters high atop a rock in the fort complex. The cave temples built by the Pallavas in 508 AD are the oldest structure in the fort and is also a must be seen attraction. Often listed among the largest functioning Hindu temples in the world, the Sri Ranganathaswamy temple was built between the 6th and the 9th centuries by the Azhwar Saints. The temple is dedicated to Lord Vishnu and is the 1st of the 108 Divya Desams or Vishnu Temples in the world. The temple complex is spread across 156 acres and is built in the Dravidian style of architecture. The temple gopuram is 72 meters in height and consists of 72 tiers. The temple is a must visit and is one of the major Hindu temples in the country.

In Trichy City , the number of hotel rooms has grown at an annual rate of 6 percent, and number of tourists visiting the City has grown at the rate of 10 percent. It, therefore, follows that the growth of this sector and its contribution to the tourist sector is founded on higher rate of capacity utilization. Subsequently, there has been a noticeable uplift in demand for talent in the hotel industry. Hoteliers in Trichy District are facing increased turnover and poor retention. Well managed human resource, one of the major factors for organizational success, should be taken care. In the era of organizational rearrangement it is important for the organizations to take care of their effective employees. It is marked that the organizations which take care of their employees by providing them work life balance services generally have a greater numbers of satisfied employees .Presently with such background, hotel industry has owed its importance for tourism business and attracts large number of skilled employees. So, in order to make them effective and efficient in their role and position the study of WLB carries its value for HR practitioner.

## 2. Review of Literature

The study of Greenhaus, Collins &R., & Parasuraman, S. (1997).(as cited in "The Case for Work/Life Balance", 2005) traveled and leisurely three aspects of work-life balance namely: (1) Time balance, which distresses the amount of time given to work and non-work roles; (2) Participation balance, meaning the level of psychological connection in, or promise to, work and non-work roles; and (3) Fulfillment balance, or the level of satisfaction with work and non-work roles.

The hospitality industry has challenged vital economic and workforce tasks since overflowing into the 21st century. Success in braving these challenges will depend on the ability of the industry's investors to come together and resolve their common problems (Bernhardt, Dresser & Hatton, 2003). Margaret Deery, (2008), examined the key issues associated

with work-life balance (WLB) with a particular focus on practices within the service sector industry. It provides an overview of the general collected works and then the research that relates specifically to WLB in the tourism industry. Margaret Deery, (2008), provided an overview of the key employee revenue prose within the hospitality and tourism industry for those researchers researching in this area, with detailed attention given to the role of WLB issues in the turnover decision making process. Cullen and McLaughlin (2006) argue that the culture of hotels promotes this wonder, which is ultimately unfavorable to fast a WLB.

Doherty found that 'a male model of a job based on duty in higher risk of short-term and long-term damage than most other workers. In an earlier study by Larsen (1994) ,however, aspects such as the hospitality industry ' viable working hours, low emotional support and the number and type of consumer connections, some of which are challenging, were seen as promoters to drinking both on duty and after work. The role that pressure plays in the misuse of liquor by hospitality employee's is confirmed by Ross (2005), and he highpoints the impression that this has on the employee's target to permission the industry. It is the work by Karatepe and Uludag (2007) on work – life engagement, collapse and inspiration in the hotel industry; however that is dangerous to the expansion of a border work on WLB in the tourism and hospitality industries. These authors found that frontline employees in the hotel industry

The study also found that the increased expressive collapse experienced by the front hotel employees due to a number of problems faced including unequal work programs, the long working hours and heavy assignments increased their purposes to leave the society. Similarly, research by Netemeyer et al (2004) found that work – life conflict increased employees' intention to leave, thereby making greater strain levels for those left in the work situation. Therefore, the concept of Work Life Balance is a core issue that must be discovered as to decrease employee turnover and suggest a suitable plan to the HR Manager of Hotels to attract the best bent.

## 3. Objectives

1. To identify the aspects manipulating employees work-life in hotel industry.
2. To study the connection between WLB and employee satisfaction.
3. To find out the processes taken by the hotels to stability the work-life.
4. To analysis the immediate the conversation over work-life balance.

## 4. Methodology

The study depend on both secondary and primary data. The secondary data sources are publications of the tourism industry available from multiple sources including books, journals, brochures, reports, and the Internet. The primary data were gathered from of the classified hotels of Trichirappalli district.

## Samples

A sample survey of 50 numbers of respondents from 5 classified hotels was taken. A total of 80 questionnaires were initially administered.

### Measurement

The variables of factors contributing to poor work- life balance was measured in 5 point Likert Scale format ranging from 1- 'Strongly Disagree' to 5 'Strongly Agree'.

### Method of Analysis

Prior to hypothesis testing, Factor analysis was initially undertaken for the study using a co-variance Medium as input to test the factors to evaluate the particularity of the actions used in this study. The research hypotheses were subsequently tested using Correlation & Regression Analysis.

### Profile of the Respondents

Fifty valid respondents were taken from 5 classified hotels in Trichirappalli district who are in full-time employment. Employees are assigned in dissimilar divisions such as front desk, doorkeeper, restaurant, kitchen, meetings, maintenance, and others. A summary of the demographic profile of respondents is presented in tables in the following paragraphs.

#### Gender

**Table I: Gender Profile of Respondents**

	Frequency	Percentage
Men	65	65%
Women	35	35%

The above result shows that 65 percent of the respondents are male while 35

The above result shows that 65 percent of the respondents are men while 35 per cent are women. Thus, majority of the respondents are men. It is a common fact that the women in especially the poor work from start to evening inside and outside the household, as wage earners or as housewives. The role of this significant segment of this district human resources is by no means negligible but has left largely unobserved .

As shown in the results, there are more men who are working in hotels than women So, their access to work opportunities continues to be poor, with their work restricted mainly to the relegated sectors.

#### Education

**Table-II: Educational Background of the Respondent**

	Frequency	Percentage
Elementary	0	0
High School	8	8
Vocational	25	25
Diploma/ Degree Hotel Management	52	52
Master' Degree	15	15
Total	100	100

The above result shows that 8 percent of the respondents were High school graduates; 25 per cent did Vocational

courses; 52 % were Diploma/Bachelor's Degree in Hotel Management; and the remaining 15 per cent were Master's Degree holder. Majority of the respondents were Bachelor's degree holders while subgroups of the respondents were High school graduates.

#### Age

**Table III: Age of the Respondent**

	Frequency	Percentage
20 Or Below	15	15
21-25	15	15
25-30	20	20
30-35	25	25
35-40	10	10
40 Or Above	15	15
Total	100	100

The above result shows that 15 percent of the respondents are 20 years old and/or below; per- cent belong to 21-25 age bracket; 20 per cent are in 26-30 years bracket; 30 percent have the ages from 31 to 35 years; 15 percent are 36 to 40 years old; and 10 percent of the respondents are 41 years old or above. Majority of the respondents are in 31-35 years old bracket.

#### Marital Status

**Table IV: Marital Status of the Respondent**

	Frequency	Percentage
Married	73	73
Single	27	27
Total	100	100

The above table shows that summary of the marital status of the respondents. The results constitute that of 73 percent of respondents are married while 27 percent are single. The results suggest the finding that common of the respondents are married which highlights that the number of dual-career pairs continuous are continually increasing and as such, work- life balance have become areas of concern not just for employers but in society in general

#### Work Shift

**Table V: Working Shifts of the Respondents**

	Frequency	Percentage
Day Shift	72	72
Night Shift	28	28
Total	100	100

The above result shows that 72 per cent of the respondents are reporting to work on a day shift while 28 percent attend to work on a night shift basis. The majority of the respondents work on a day shift, while minority of the respondents report on a night shift. Working shifts can have negative health properties, and complicate the arrangement of family activities. Additionally, because shift work is irregularly controlled to weekdays, conclusion child care on weekends or making plans for holidays and social activities can be difficult.

#### Factor Analysis

The study has employed principal component analysis or factor analysis to 5 factors. In order to prepare the dataset for

factor analysis at different stages of test exercise, Kaiser-Meyer-Olkin and Bartlett's test of sphere city were principally

considered. The factor pressure of multiple roles registered the highest factor loading value of 0.705

Table VI: Coefficients

Sr. No.	Total	% of Variance	Cumulative %	Total % of Variance Cumulative	% of Variance	Cumulative
1	2.218	22.218	22.218			
2	1.328	13.131	35.287	2.218	22.218	22.218
3	1.299	12.189	47.476	3.517	34.407	35.287
4	1.328	11.381	58.857	4.845	45.788	46.687
5	.987	9.321	68.178	5.832	55.109	56.687

Table - VII

Model	B	Std Error	Beta	t
Constant-	-.307	.678		-.355
Factor 1	.013	.121	.011	.101
Factor 2	-.199	.111	-.189	-1.821
Factor 3	.032	.081	.059	.616
Factor 4	.411	.139	.241	2.322

Dependent Variable: Employee Job satisfaction

It was found from the Table VI that, since the p-value was .02 which was less than .07 indicating that the regression is statistically significant. The relationship between employee job satisfaction and work life balance practiced by the employers was significant.

Table VII represented the Beta ( $\beta$ ) values as well as its correlation among recognized variables. Factors like ever changing and irregular working schedule, Health Contact, Pressure of Multiple characters and Time Management were taken as independent variables while the employee's job satisfaction, as dependent variable. Pressure of Multiple role, Ever changing and irregular working schedule, Health Danger used positive co-relation with the reliant variable. The hotel industry is concerned about the issue related to WLB of its employees; however, the measures taken to increase the circumstances are not very effective. Assuming an employee-centric and integrative attitude are the dangerous success factors for application of a work-life balance program.

## 5. Conclusions and Recommendations

The results as summarized that employees of star category hotels in Trichy district had skills of pressure of various role, ever changing and irregular working program, health risk which compressed positively on their satisfaction. The human resource management has an important role to play in deciding where elasticity can make the optimal contribution.

It is suggested that consideration be given to the development of plans in order to approve that working hours should not disturb the WLB of employees. Flexible work strategies need to be integrated into the overall strategic plan of the organisation. As the literature shows, management support is essential for effective work-life balance programmes, this need to be redirected in a positive organisational culture. The workplace must be open to employee needs. Real training can be used as a tool to help the employees manage tension and handle multiple roles excellently. The labour force is becoming more varied. Flexible working preparations are becoming important feature of quality of salaried life for many employees. In order to obtain best return on staff it is important to appreciate the interaction between work and family. Managers need to recognize that there are work-life balance focuses that affect the quality of work. Implementing an employee-centric and integrative approach are the critical success factors for application of a work-life balance program. The overall cost of replacing an employee involves recruitment, selection, training and some aspects. It may make more business sense to quarter the employee's work demands, rather than misplace all that talent and skills. Tourism industry being an employment multiplier and Hotel being an important component of tourism, needs better HR practice in order to hold and apply the talent by balancing work and life position. So, the study can be considered a frame work for HR policy and practice in Hotel Industry. However, more research in the field will bring the accuracy in result.

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