



A STUDY OF WORK LIFE BALANCE FROM THE PERSPECTIVE OF HOSPITALITY EMPLOYEES

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ABSTRACT

Hospitality industries are discriminated from all other industries in respect to stipulation of services game the clock. Hospitality business being cyclic in character, it encounters a serious shortage of manpower. In this article the majority of the times the hotel employees are restricted to consider additional work pressure and therefore working for extra long hours thus not able to spend themselves with their family. Personnel engagement is increasingly sighted as a "win-win" strategy for hotels and the employees. Further, work - life balance is raising importance for engagement and influences retention. The problem recognized in this research study is poor work culture in hotels which may perhaps not encourage various work life balance practices. This paper is an effort to analyze the task organization and WLB of Hospitality workers. Especially, the paper is designed to address the subsequent research problems:

- 1. Currently what are the available refund and programs for the Hospitality staffs? Do these benefits promote their work-life balance?*
- 2. What is the employee's point of view of their WLB in their companies?*
- 3. What actually does these employees look for in conditions of WLB?*

Results exposed that maximum of the respondents face problems in their WLB. Presently there is a very slender line between the worker who face this problem and others who don't.

That is suggested in the paper that concern should be shown to develop the rules ensuring that working hours do not affect WLB of employees.

Keywords: Hospitality Industry, cyclic nature, Family commitments

I. INTRODUCTION

The superficial layer of “Work Life Balance” was initiated in the mid of 1970s to explain the stability between an individual’s work and his personal life . In today’s world the majority of the population seems to be working for long – long hours and even harder as a result his work life balance gets badly disturbed. Meticulously the technical, structural and demographic changes in India introduced more and more employment with demanding more of the multi-skilled workers. This came along with multiple negative experience as well viz. unintentional dependant work load. This directly or indirectly affects the family life of the individual, psychologically and health wise as well. There should be a proper balance in the work life when there is proper and smooth functioning at the work and the personal life with a least of role disagreement. Therefore the difference between the demands from the official and personal domain give rises to the clashes and thus the workers face a poor work life balance. There are evidences that the people who are entering in to hospitality sectors are much more concerned about their work life as compared to their ancestors. Despite of this is actually attained nowadays is far less than as desired. The researches protrudes that the fresh workers have to work for long hours as per the demand of their work and thus they face unsatisfactory balance between the work and their family life. From the employees’ perspectives, the Work life Balance is the upholding the balance between the work and home responsibilities.

As per Julie Morgenstern “WLB is not exactly about the amount of time you spend working – not working, It’s much more about the way you spend your time working and settling down, identifying that what exactly one does so as to fuel the energy for the other”. Stabilizing the work with personal life has become an important issue in the hospitality industry. The hospitality staffs are being forced directly or indirectly to work round the clock, which is being defined as “24 hour society”. Hard work ‘Round the clock’ involves working in all the shift viz. morning, evening night and general shift. Regulations in hospitality industry define that there is no limit to the schedule of the work assigned.

II. LATEST TRENDS

"Adore what you do, and you'll never work a day in your life."

While this quote sounds great in principle, it doesn't hold up by and by. As per the most recent details on work-life balance, around 33% of full time workers fight for their work life balance.

That is not just a bad news for the hotel staff—it's awful news for the business too. People do quit their job as they find it difficult to adjust their work like balance.

On the splendid side, if the senior level administration can promote work-life balance inside their group, they'll have an enormous edge over their competitors. Not exclusively will they get more candidates for employments, however those they've employed will remain in their positions longer (and in a perfect world, get more referral candidates!)

While exploring the reasons as to how the Work Life Balance is so critical to the Hotel Industry particularly.

24/7 Operations

Dissimilar to most different organizations, hotels ordinarily work all day and all night. Working all days requires numerous representatives to work long hours: not directly as the night progressed, but rather on the ends of the week and occasions too.

Shockingly, move work is emphatically connected with marital and familial conflicts. Indeed, even those without partners or kids battle; all things considered, it's difficult to keep up friendships when your calendar keeps you occupied during the evening and free amid the day, or changes every now and again and surprisingly.

Presenteeism

The hospitality business is likewise tormented by "presenteeism," which was first characterized by specialists John Cullen and Andrew McLaughlin. Presenteeism is a "*overwhelming need to put in more hours.*" Hotel workers are typically attached to their group, and they feel committed to be there for passionate support. Obliging that, numerous hotel workers consider themselves the substance of the foundation. As a result of presenteeism, the scientists say representatives

wind up staying "far longer than is vital or required," which in the end prompts wear-out, and obviously, a practically nonexistent feeling of work-life balance.

III. Review of Literature

Lowe (2007) clarified that meeting of invigorating patterns in the mid 21st century has empowered managers to reexamine their human resources methodologies. In that capacity, it is not just occurrence to change work-life balance systems as vital concentration in business and open arrangement need. The patterns and difficulties, to specify a couple, are as per the following:

- (i) the maturing workforce
- (ii) expanded work advertise rivalry
- (iii) progression in data innovation, and
- (iv) increasing expenses related with worker benefits.

These have made new boundaries for hotel employers to achieve authoritative execution points without putting aside workers' close to home yearnings Lowe (2007). As demonstrated and announced in The Human Solutions Report (Lowe, 2007), a sizeable number of representatives are experiencing an imbalanced and depressed work-life quality. A similar report has recorded that good sized worker families have increased through the span of time while the occupation execution desires have additionally expanded. Along these lines, work-life balance has turned out to be both a fantasy and a mission to accomplish. In this vein, both sides – the businesses and workers – need to meet halfway and together and investigate courses under which work and life quality can be tended to.

The term work-life balance has now developed to envelop not just what can be portrayed as 'family-friendly approaches' yet including those strategies which consider the wide ramifications of family obligations. These days, work-life balance relates to strategies, for example, adaptable working courses of action that present to the employees working arrangements that will have the capacity to strike a balance in both obligations at work and at home. (Redmond, Valiulis & Drew, 2006). In this light, work-life balance is characterized as "a palatable level of contribution or "fit" between the different parts in a man's life," and it

connected with the idea of balance, that "maintaining an overall sense of harmony in life " (Clarke, Koch and Hill, 2004).

Besides, it worries about the examination of the ability of the hotel employees for example, to "oversee at the same time the multi-faceted requests of life" (Hill, Hawkins, Ferris and Weitzman, 2001; Marks, Huston, Johnson & Mac Dermid, 2001; Tausig and Fenwick, 2001). Also, it alludes to "the soundness described by the adjusting of an individual's life unpredictability and dynamism with ecological and individual resources, for example, family, society, employer, profession, geographical data, financial aspects, identity, or qualities" (Crooker et al, 2002: 389). Pillinger (as referred to in Redmond et al., 2006) proclaimed that the term 'work-life balance' is more supported in light of the fact that both guardians and non-guardians are given due thought, regarding their needs and encounters.

Moreover, Pillinger clarified theoretical framework is more dynamic or an 'out-of-the box' approach since it considered a radical new understanding and depiction of the marvel of living and working, and the distinctive performing artists have gone to an agreement that in actuality, work-life balance incorporates "changing work designs so that everybody, paying little mind to age, race or sex can discover a beat that empowers them all the more effortlessly to join work and their different duties and goals." Different authors have endeavored to clarify and stressed the interconnection of work and individual life in the association setting, in particular:

- (1) "the compensation effect suggests that representatives have a tendency to make up for low work or individual life fulfillment by looking for happiness in the other area"; and
- (2) "the spillover view that demonstrates that employment fulfillment overflow into one's work life and the other way around." (Bruck Allen & Spector, 2002; Gibson, Ivancevich, Donnelly & Konopaske, 2006). Gibson et al. (2006: 197-198).

The investigation of Greenhaus, Collins &R., and Parasuraman, S. (1997).(as cited to in "The Case for Work/Life Balance", 2005) investigated and measured three parts of work-life balance to be specific:

- (1) Time balance, which concerns the measure of time given to work and non-work parts;
- (2) Involvement balance, which means the level of mental contribution in, or responsibility to, work and non-work parts; and
- (3) Fulfillment balance, or the level of fulfillment with work and non-work parts.

The hospitality business has gone up against key monetary and workforce challenges since blasting into the 21st century. Accomplishment in conquering these difficulties will rely on

upon the capacity of the business' partners to meet up and tackle their regular issues (Bernhardt, Dresser & Hatton, 2003). Margaret Deery, (2008), analyzed the key issues related with work-life balance (WLB) with a specific concentrate on practices inside the tourism business. It gives an outline of the general writing and afterward the examination that relates particularly to WLB in the tourism business.

Margaret Deery, (2008), gave an idea of the key delegate turnover composing inside the friendliness and tourism industry for those scholastics exploring around there, with specific thought given to the piece of WLB issues in the turnover fundamental leadership get ready. Cullen and McLaughlin (2006) battle that the lifestyle of lodgings advances this wonder, which is finally negative to getting a WLB.

Research carried by Doherty (2004) in analyzing WLB for ladies in the hospitality business found that it were the extend periods of time and the absence of adaptability that hindered ladies from looking for senior level position. Doherty found that 'a male model of a profession in light of duty in higher danger of here and now and long haul hurt than most different workers. In a prior review by Larsen (1994), in any case, variables, for example, the hospitality business "manageable working hours, low enthusiastic support and the number and sort of client cooperation, some of which are fierce, were viewed as supporters of drinking both on obligation and after work. The part that anxiety plays in the mishandle of liquor by hotel employees is affirmed by Ross (2005), and he highlights the effect this has on the employee's expectation to quit the job. It is the work by Karatepe and Uludag (2007) on work – life struggle, weariness and inspiration in the lodging business; however that is basic to the improvement of an edge work on WLB in the tourism and accommodation enterprises. These authors found that front line workers in the lodging business 'who experienced issues in investing energy with their family and/or social duties subsequently of their employment related obligations were more helpless to lifted levels of emotional fatigue' (p. 661).

The review additionally found that the emotional fatigue experienced by the front line hospitality staff because of various issues confronted including irregular work schedules, the long working hours and overwhelming workloads expanded their intentions to leave the association. Also, research by Netemeyer et al (2004) found that work – life clashes expanded representatives' goal to leave, along these lines making more noteworthy anxiety levels for those left in the work condition. In this way, the idea of Work Life Balance is a core issue that must be

investigated as to minimize staff turnover and recommend a proper technique to the HR Manager of Hotels to draw in the best ability.

IV. OBJECTIVES

Against this environment the ultimate aim of this study is to scrutinize the hotels and the work life balance of the hospitality workers. Especially the paper is intended to address the following problems:

- a) What is the general work culture of Hospitality Industry?
- b) Currently what are the available reimbursement and programs for the Hospitality staffs? Do these benefits promote their work-life balance?
- c) What is the employee's point of view of their WLB in their companies?
- d) What actually does these employees look for in terms of WLB?

V. SCOPE AND LIMITATION

Normally in every research, the study has a might as well as limitations. One of the main positive points is the usage of mixed method approach acquiring both qualitative and quantitative data. Beside like other studies, respondents and main informants came from different hotels and with different positions and job responsibilities.

Another limitation of this study is sample. This was restricted to only 35 survey respondents and 2 main informants for the detailed interview. As a matter of fact, it was difficult to get permission for the HR department of the various hotels, they seemed heisted and did not wanted to get exposed to the research. As the study only focused on the working conditions, the researchers did not include the participation of the high level management. The temperament of the responses we gathered from the respondents was influenced by the participants bending towards the response. Some of the respondents were bit reluctant to the answer to the queries related to the financial benefits and the level of work satisfaction.

This study has developed our understanding of knowledge of different benefits of work-life balance practices in hospitality industry, but future empirical work that comprises various units and exploited mixed-method research in a larger scale with more hotel organizations and across other sites. Other senior level employees like managers, executive as well as families of hotel employees can be used as respondents for further study to understand this phenomenon.

Another limitation is the focal point on work area and work-life balance in the hospitality setting. There are various reasons to consider other types of employee relationship and HR practices would depict different challenges and prospects for work-life balance. However, a view into organization structure, hierarchical functions, as well as socio-cultural factors affecting work-life balance in these companies may disclose much important information.

VI. FINDINGS

The findings of this study suggest that job demands are not necessarily stressful, particularly when employees have control over their job responsibilities and receive sufficient support from their organizations (e.g., work-life balance policies).

The outcomes as summarized that employees of star classification lodgings in India had encounters of multiple role pressure, constantly changing and unusual working calendar, health issues which affected positively on their fulfillment. The human resource management has a vital part to play in choosing where adaptability can make the ideal commitment.

This is also disclosed that most of the responders undergoes work life balance difficulties. A narrow differentiation is there between the people who face difficulties between their personal life and professional life and the people who not. Routines for additional learning and social activities sometimes are affected by the busy work schedules. Some of responders are not facing the problem in balancing their family life but some has revealed that they are facing difficulties in time management between their family and the requirement and demands of their jobs.

VII. SUMMARY AND CONCLUSIONS

The consequences of review were that employees working in hotels of star category in India undergo the stress of various roles, irregular work schedules and health problems which impacted on their job satisfaction. The Human Resource Management of our country has a significant part to represent themselves by deciding how to modify the work easily up to the most ideal contribution.

This study explored the relationship between the amount of time and effort that someone gives to the work then aspects of life in the hospitality industry.

Most of the hotel employees conveyed the need to raise their monthly pay and other emoluments. Apart from substantial work life agenda and strategies, statistics also reveals that hospitality employees emphasize on what they are getting from their companies like getting vocational trainings, career breaks, voluntary retirement and flexi time. Thus this can be understood that remuneration and convenience are seemed to be the principle key for hospitality surroundings.

VIII. HOTELS AND POLICY RECOMENDATION.

Based on the results and completion of this research , the following guidance are constructed:

The outcome release that even with the comparatively high remuneration package, different incentives, they appreciate the diverse agenda what the companies recommend them. The combination of work life balance in the particular hotel is fundamental. Rather than upgrading the remuneration and convenience form of the hotel companies, should explore the occurring work life policies and programs affecting the workload and the individual's working state.

The management should reconsider its part in supervision of hospitality sectors for further security of their employees. Eventually, the fact of work –life programs, strategies and advantages at the supervising level is remarkable but not certainly enough.

Hospitality workers should have the huge idea about the prospective of policies and incentives provided by their organizations, and pursue to secure their comfort. Simultaneously, there are proofs that there are many interruptions in policy developments by the organizational climate and environment which is unjustified by the employees exceeding their authorized rights. Thus, achieving work life balance is a complex issue which needs the communication and collaboration of social sectors at national, organization governmental and the individual work level.

It is recommended that concern given to the evolution of guidance, suitable for working hours should not influence the WLB of employees. Adjustable work policies need to be united into the general working plan of the organization. As the data shows, encouragement of organization is mandatory for essential work life balance programs, this will indicate for a favorable organizational culture. The place of work should be flexible for employee needs. Implementation of constructive guidance will control stress and conduct numerous roles essentially. Trained workers are becoming more diverse. Ductile working arrangements are becoming very important in the life of employees. To get most favorable output on employees it is very crucial to perceive

the interaction between work and family. Supervisors should recognize the issues related to work life balance because it will affect the standard of work. Embracing an employee-centric and unifying approach are the judgmental success elements for execution of a work life balance program. The general value of exchanging an employee demand, avocation, guidance, collection and many more aspects. It may make more sense to accommodate the employee's work demands, instead of losing all their talent and skills.

As previously mentioned, promoting work-life balance definitely pays off. That's how we can do it :

First, try giving your employees more flexibility around when they work. It's probably not possible to let your hourly workers choose their hours, but you can definitely extend this perk to many salaried employees. Almost 70% of people say having some freedom with their schedule is important to them.

Next, figure out and share schedules as far in advance as possible. If someone knows he'll be working the graveyard shift a month or even a couple weeks in advance, he'll have plenty of time to figure out how to make that work with his other plans. But if you post the schedule at the eleventh hour, your employees will have to scramble to adjust.

Lastly, consider providing free or subsidized child-care for your employees. This benefit is proven to be the best to reap huge dividends when it comes to recruiting of new employees, staff retention, staff engagement, hotel productivity, and last but not the least the employee well-being!

Although work-life balance is harder to achieve in hospitality than other industries, it's not impossible. Design a healthy workplace, and your employees (and your bottom line) will thank you.

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