

A STUDY ON “IMPACT OF WORK LIFE BALANCES AMONG THE FEMALE EMPLOYEES OF HOSPITALITY SECTOR IN INDIA”

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INTRODUCTION

The role of women in last few years in the Indian society are enhanced a lot .Today women is not only restricted among the boundaries of home and family .With the changes in the social, political and economic framework of Indians, more and more women are observed in employment with an open relationship to their life and outside world..Recent studies also indicate the fact that women drastically spend more of their average time on job and job related pressures. With an increase in corporate life style and work related deadlines life pressures are observed at their highest, to women working force that has to comply the role of work & family equally. As a result work dominates the personal life. For every individual maintaining a balance between the work and family is a crucial element to avoid life related conflicts. In case of women it becomes more important. The multiple roles played by women at work place and at home with more of the autocratic behavior of men around them lead to frustration and stress that contributes an imbalance in the work and life roles.

Hospitality sector is not untouched with this imbalance of their women employees. There are numerous challenges that a woman still suffers in the hospitality sector right from odd working hours to stereotyping and resistance to working in the supervision of a female boss by male colleagues and subordinates. Being a service industry, the job requires 24*7 working approach that many times compels them to compromise on their family time or career growth. .

IMPORTANCE OF WORK LIFE BALANCE

Pandey (2012) defines Work-Life Balance as a state of equilibrium in which the demands of both a person's job and personal life are equal .According to Deery & Jago (2009), Hotel employees are expected to work irregular hours, long shifts, and carry heavy workloads This causes emotional exhaustion and results in lower levels of performance Deery & Jago, (2009). Blomme, Rheede, and Tromp (2010) suggested that having a poor work and home-life balance is the number one reason why hospitality employees leave a company. Wong & Ko, (2009) stated that the resultant stress that hotel employees experience is associated to work and family conflicts. Many hospitality companies expect their employees to be available all the time Burg-Brown,(2013). Harris,O'Neil, Cleveland, & Crouter (2007) recognized that management jobs in the hotel industry are noted to have characteristics known to be detrimental to family life ,such as long & irregular hours, frequent locations and so on .However, Campbell et al. (1994) study revealed that women with children were significantly lower in occupational commitment relative to women without children. In a weekly poll conducted by Times Jobs titled - 'Which is the biggest challenge women face in today's workplace revealed that work-life balance (41%) and harassment (20%) are the most critical issues for women in their workplace .

REVIEW OF LITERATURE

Sharma Anurag Dr. & Shekhawat Divya (2017) in research paper “An exploratory analysis on work life balance and hotel employee performance” it is concluded by authors that the better WLB of the employees leads to increased employee performance. Based on the empirical investigation of the research the researchers concluded that there is a strong relationship between work life balance and employee performance. This relationship is positive and has significant level.

Muchazondida Mkono (2012) investigated the career progression challenges of females in hotels and identified that work life challenge is a critical aspect in hospitality workplaces at all levels & for both males and females however work life challenge as a major hindrance towards career advancement of females as they carry virtually all of the domestic responsibilities. Women also felt that they were viewed as maternal home-makers (for example chambermaids, breakfast waitresses), or as sex objects (for example receptionists, and sales and marketing staff

Suzanne K.Murmann & GyuminLee (2009) in the research paper “Moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees” Findings show that the effect of role stress on job satisfaction is significantly stronger for female employees and supervisory employees than male employees and non-supervisory employees.

Pradhan Gayatri (2016) investigated in research “Work-Life Balance among Working Women –A Cross cultural Review” and revealed that Work-family structure can be influenced by the context in which the work and the family domains operate in a particular environment. The study also revealed that Women in different professions are caught in a dilemma with expectations and ideologies of traditional societies at home, and demands conforming to the modern code of conduct at the workplace. Thus, they are observed as struggling with their personal and professional lives in order to achieve a balance between these two domains.

Mehtha R.V.(2012) in Phd Research “A study of work life balance (WLB) among women employees in service sector with special reference to Pune city(2009-12)” having respondents of Female employees from 6 Segments of Service Sector including Hotels concluded that 100% of the respondent (263No.) said having work life balance is very important for them . 78 % female respondents have responded that their life is heavily weighted toward work. Only 4 % female employees said their life is in balance at present. It was also revealed that among those who reported that there is imbalance, majority said that it was work that dominated.

Sigroha Anju (2014) in Research “Impact of work life balance on working women: a comparative analysis” stated that there is the significant difference in the employees’ perception regarding impact of child care facility, flexible working arrangement facility on every aspect of performance of employees among various sectors and wellness program is the only facility which is perceived to be equally important among all the sectors. For rest of the WLB facilities there is significant difference found.

Biswakarma K.S. ,Sandilyan R.P. & Mukherjee M.(2015) in the study “Work life balance for hospitality employees - a comparative case study of two five star hotels in Kolkata” results showed that on the whole there is a complete absence of work life balance in both the hotels that were considered for this study.

Connick Amanda (2014) in his thesis study “Work and Home-Life Balance: A Comparative Study of Hotel Employee Satisfaction in the West and Midwest” revealed that there is no significant difference between work-life satisfaction, home-life satisfaction, and satisfaction of work and home-life balance between regions. Also indicated that the Midwest has more opportunity to discuss work and home-life balance, and the Midwest is allowed more breaks during the day than the West.

Francis S.B. & Sangran G.(2015) in the research “A conceptual paper on work family Balance in the Hotel Industry- A Malaysian Perspective” the conceptual paper identified turn over intentions, increased burn out, Decreased job satisfaction , increased recruitment & employee retention schemes worked as independent variables to WLB.

OBJECTIVES OF STUDY

1. To identify the factors affecting Work Life Balance among Women Employees in Hospitality sector..
2. To study the impacts of work life balance among female employees of hospitality sector.
3. To recommend / suggest ways for improving WLB in hospitality sector.

METHODOLOGY

DATA COLLECTION

Primary Data- A sample of 50 female employees from star category hotels of Northern India is taken by Convenience Random Sample Method. A Pre structured questionnaire is formulated and send to the respondents via email. Out of a total of 50, only 36 responded back and further 30 were found correct in all manners to get analyzed.

Secondary Data-Literature on Work Life balance is studied through internet journals, research papers and previous articles.

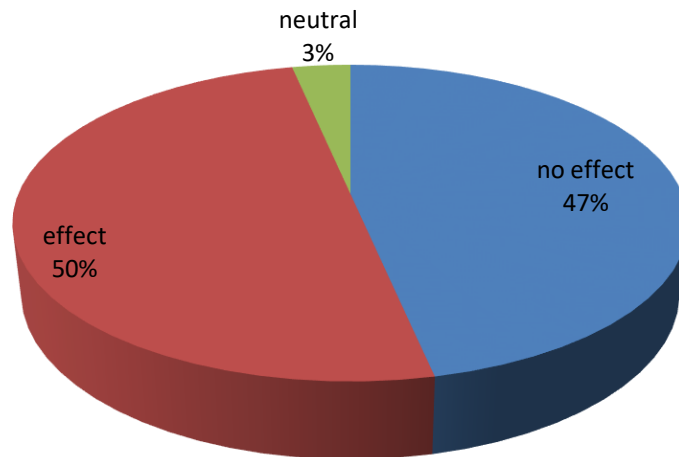
Demographic profile of respondents

GENDER	AGE GROUP (in Years)	MARITAL STATUS	CHILDREN	JOB LEVEL
All female	20-25 (10) 33.5%	Unmarried (20) 66.67%	With children(07) 23.33%	Front line (05) 16.67%
	26-31(12) 40%	Married(10) 33.33%	Without children(23) 76.67%	Supervisor level (15) 50%
	32-40(03) 10%			Executive level (10) 33.33%
	41-50(05) 16.7%			
	Above 51 (0) 0%			
(30) 100%	100%	100%	100%	100%

FACTORS AFFECTING WORK LIFE BALANCE AMONG WOMEN EMPLOYEES IN HOSPITALITY SECTOR

Various studies highlighted the major factors that affects the WLB among the female employees of hospitality sector .Though many factors are common irrespective of country, region or society other few are specific as per the cultural and societal standard of the country.

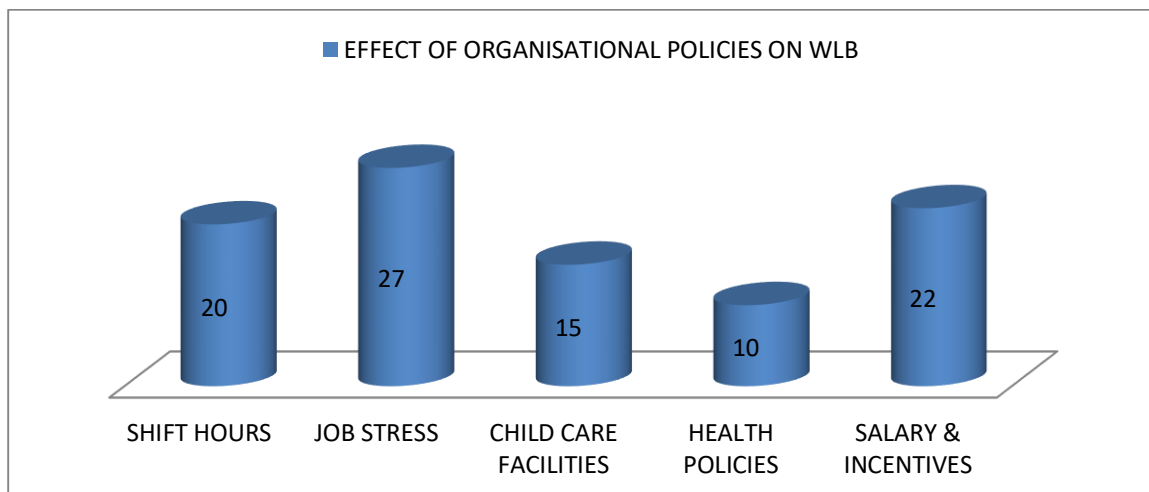
A. EFFECT OF PERSONAL PROFESSIONAL COMMITMENTS ON WLB



A. Findings

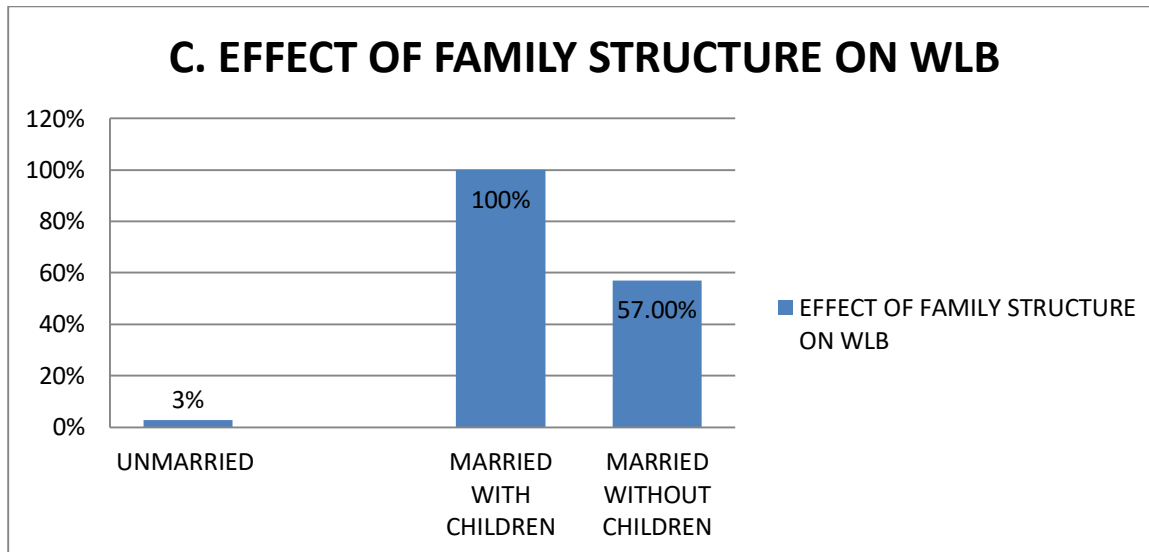
- 14 out of 30(47%) respondents do not feel an imbalance of Work life due to personal & professional commitments.
- Further analysis stated that these 14 respondents are those who are unmarried and only at front line levels of jobs and at the youngest of age group. This indicated that female hospitality staff at early stage of life and with less family& official obligations is easily able to manage personal & professional commitments without an imbalance in work life.
- 15 out of 30 i.e 50% responded that personal and professional commitments do affect the WLB.
- These are the females married with or without children at supervisor and managerial roles ,unmarried at supervisory roles at the age of mid early 30’s or more .

B. EFFECT OF ORGANISATIONAL POLICIES ON WLB



Findings-

- **Job related stress accounted negative and highest effect (90%) on work life balance. Work deadlines, Job targets, Customer expectations and maintaining brand imaging of the organization were major reasons to job stress.**
- **High-quality Salary and incentives accounted positive and second highest effect (73.33%) on work life balance of respondents.**
- **Uneven and long shifts contributes negative and (66.67%) reason for imbalanced Work Life.**
- **Childcare facilities accounted for 50% in balancing Work Life of female hoteliers.**
- **Health Policies of organizations only considered by 33.34% of respondents.**

**Findings-**

- **Unmarried young girls hardly bothers for family structure, though they feel much more comfortable with independent living while working with the hectic schedules of hospitality jobs, where no family regulations are imposed on them.**
- **Married Women with still no obligations of child care felt the effect of family structure on their Work life balance. As, the husband and household related obligations, family time management and elevation in the career opportunities somehow drastically increase their imbalance of work life after marriage.**
- **Married women with children 100% respondent to likely have an elder or a joint family who could take care of children at the time of high level pressures and job deadlines. Nuclear family setup adversely affects their work life balance. Effect of family structure is 100%.**

IMPACT OF WORK LIFE BALANCE AMONG FEMALE EMPLOYEES OF HOSPITALITY SECTOR

WLB can have impact on both individual as well as on the organization and the study revealed following impacts on various variables-

S.No	Variable	Relation	Impact (Study Conclusion)	Reference
1	Employee performance	Directly effected	<ul style="list-style-type: none"> Balanced work life leads to motivated staff & enhanced performance Less absenteeism. Retention in job Asset for guest satisfaction 	Dr Anurag Sharma, Divya Shekhawat
2.	Marital Relationship	Adversely effect	<ul style="list-style-type: none"> Imbalanced WLB Conflicts in marital life. create stress in marital life child care related problems 	Dr.Sheeba Hamid Presser, (2004), Mauno and Kinnunen (1999) MacInnes (2006) ; Roberts (2007)
3.	Personal Life	Directly effects	<ul style="list-style-type: none"> Delayed marriage. women in top management tend to remain single or married without children 	Mallon & Cassell (1999)
4.	Health	Adverse effect	<ul style="list-style-type: none"> Physical & psychological ill health of women. Development of Irregular and imbalanced food habits. 	
5.	Career	Degrading effect	<ul style="list-style-type: none"> Poor WLB compel for Career shift at early stage Major hindrance towards career advancement of females 	Mkono Muchazondida Jyoti Peshave, Dr. Kirti Gupta

CONCLUSIONS & SUGGESTIONS

- 1 It is concluded that the better WLB of female employees in hospitality sector could lead to increased employee performance, enhanced job participation & retention in industry.
- 2 There needs a great demand for the hospitality organizations to identify the job related stress faced by female employees and also to facilitate regarding them.
- 3 Effective measures should be made to design female oriented organizational culture for the retention and growth of female employees.
- 4 Flexible work policies & child care policies need to be incorporated into the overall strategic plan of the organization for female employees.
- 5 HR Policies must be equivalent as to other industries to retain females in the industry especially after marriage.
- 6 Effective training can be used as a tool to help the employees manage stress and handle multiple roles effectively
- 7 Stress management Programs, Time management skill trainings, Counseling sessions could very much distress the employees.

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