

**ASSOCIATION OF WORK LIFE BALANCE WITH
JOB SATISFACTION, JOB STRESS &
EMPLOYEE TURNOVER - A STUDY
OF HOSPITALITY SECTOR**

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THESIS**

SUBMITTED TO



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**By
Anjali Khanna
(40900133)**

**Supervised By
Dr. Mridula Mishra**

**LOVELY FACULTY OF BUSINESS AND ARTS
LOVELY PROFESSIONAL UNIVERSITY**

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DECLARATION

I declare that the thesis entitled “**Association of Work Life Balance with Job Satisfaction, Job Stress and Employee Turnover - A Study of Hospitality Sector**” has been prepared by me under the guidance of Dr. Mridula Mishra, Professor of Management, Human Resources, Mittal School of Business, Lovely Professional University. No part of this thesis has previously formed the basis for the award of any degree or fellowship previously.

ANJALI KHANNA

Department of Management
Lovely Professional University
Phagwara, Punjab

Date:

CERTIFICATE

I certify that Anjali Khanna has prepared her thesis entitled “**Association of Work Life Balance with Job Satisfaction, Job Stress and Employee Turnover - A Study of Hospitality Sector**” for the award of Ph.D. degree of the Lovely Professional University, under my guidance. She has carried out the work at the Department of Management, Lovely Professional University.

Dr. Mridula Mishra

Professor and HOD (HRM)

Mittal School of Business

Lovely Professional University

Phagwara, Punjab

Date:

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Date: _____

Anjali Khanna

PREFACE

The hospitality industry is one of the service industries that is very labor intensive. Human resources are of huge importance in the hospitality industry, in which customers expect a high degree of personalized and customized services, which are possible only if the manpower is skilled and happy. Achieving a dedicated employee is a difficult task, which begins with the recruitment process and then involves retaining the staff member for a long period. It is very important that an employee should establish a balance between his/her job and personal life. This may appear to be an easy proposition, but in reality can be hard to achieve. This can be due to many factors such as dissatisfaction in the working, environment and stress in the work place or to some other reasons that may lead to a decision to leave the job. Thus, for the present study it was found pertinent to consider these factors and to attempt to gain an insight into. The study of these factors is presented more in detail in five chapters, as follows:

- **First chapter (Introduction):** introduces the reader the basics of the said factors. The chapter entails the work done by other researchers in this field and tries to create coherence amongst them.
- **Second chapter:** presents in details the existing literature regarding WLB, Job Satisfaction, Job Stress and Employee Turnover. This chapter forms the foundation of the whole thesis, being the motivator to undertake this research work.
- **Third chapter:** explains the research methodology adopted to undertake the study. This chapter actually shows the path moved throughout the study. Without a structured methodology this study would not have been possible.
- **Chapter Four:** presents the data analysis part of the thesis. This chapter forms the basis of the outcome of my research. It presents a number of tables that were created with the help of analysis package. The outputs are related to respondents' profile, the mean values of attributes of the study, regression tables, t-test and ANOVA.

- **The fifth chapter:** provides the results of the study. The results presented in this chapter are based on the analysis presented in the fourth chapter. At the end, recommendations are given which can be followed by the employer and the employee to maintain better WLB and job satisfaction which will reduce job stress and employee turnover.

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ABSTRACT

This study is aimed at investigating association of Work life Balance (WLB) with job satisfaction, job stress and employee turnover in the hospitality industry. The industry work culture has seen significant changes in the recent years as the pressure of work has been intensifying. The evidence shows that while the average number of working hours has been steady for the past two decades, the proportion of those working for more than 60 hours has increased in the past few years. Also, employees have additionally reported an increase in the intensity of work. Expectations of better living standards, better education, better health and leisure, etc. are impacting work/life as well. This has created an imbalance between work/life and personal life, which has made it very difficult for an employee to cope up with this pressure. This has given rise to the concept of WLB. This can be termed as the effective management of multiple work related responsibilities and home responsibilities. It is an issue that is relevant to both; i.e. to the organizations and to employees. In the present economic scenario organizations are expected to have higher productivity and require employees with improved WLB. An employee with better WLB can be expected to contribute more meaningfully towards the organizational growth and success.

Indian Hospitality Industry

HVS. (2012) white paper on hotel room supply, capital investment and manpower requirement by 2021 indicates, that in 2015 there were over 1,63,083 hotel rooms available in different hotel segments. The report further states that India would still need around 1,88,500 additional hotel rooms by 2021. Hotel rooms spread across different hotel categories, guest-houses and the actual supply is mere two third of the demand. Thus, there is a more scope of growth in the industry. Indian hospitality industry is highly seasonal, labor intensive and fragmented. The Indian hospitality industry is witnessing a sea change on many fronts. Whether the changes are technological, human or others, the major trends witnessed in the past decade are quite interesting. The shortfall in total demand of rooms has motivated hotel brands to put in more investment in new properties in areas other than metros. Cities like

that of Pune, Hyderabad, Jaipur and Chandigarh have emerged as new desired locations as growth markets. Also, the hospitality industry is now witnessing growth of hotels in B and C class cities of India. The Indian hotel industry is now witnessing a high inflow of foreign investment by the international hotel brands. This flow of FDI (Foreign Direct Investment) has also increased foreign footsteps. As per the research done, the tourism and hospitality sector is one among the top fifteen sectors in India to attract the highest foreign direct Investment (“ Hotel Sector Analysis Report,” 2016). It attracted US \$8.5 billion of FDI between April 2000 and September 2015. It has also been observed that there is also a change in spending pattern. The middle class with higher disposable income has been the root cause for the shift in spending pattern. The internet has played an important role in globalizing the sales as well as advancing the marketing techniques of the hotel industry. The arrival of third party travel websites like oyorooms.com, makemytrip.com, goibibo.com, hotels.com, and expedia.com have also taken place in the recent years. Moreover, user reviews and opinions given on these websites are also taking an important place. Another thing that has created its place in the hospitality industry is the social media. For hospitality industry, Facebook has proven to be the best and most popular social media amongst all. Social media helps travelers share their personal experiences on which other travelers rely a lot. Today the focus of the hoteliers has given customer loyalty programs a dominant place and also made it a motivating force behind customer’s purchase decisions. It has also been seen in the recent past that travelers have now become more educated and aware. This increased awareness has led the industry to change its marketing strategies. Today more of the technology is being utilized by the tourists and travelers. Keeping in view the above changes in the dynamics of hospitality industry government is also keen to support the industry by taking several measures.

Human Resources in Hospitality Industry

Hospitality industry requires high level of personalized services which cannot be replaced by any machine or any automated systems. For achieving a highly skilled manpower, proper training must be imparted to them. Hospitality industry faces a huge shortage of skilled manpower.

Work Life Balance

Work Life Balance has been defined as a satisfactory level of involvement between the multiple roles in a person's life. Although, the definitions and explanations may vary, work life balance is often associated with equilibrium, or maintaining an overall sense of harmony in work with life.

Job Satisfaction in Hospitality Industry

There are different motives for a person to work in a specific industry or with a specific business house. The same motives also make that person to shift from the existing job to another. Thus, if a person joins an organization with a motive and gets its achieved he is said to be satisfied with the job. There are different factors that may affect the satisfaction level of an employee. These factors are remuneration, compensation, work environment, interpersonal relations, recognition, responsibility and work schedules.

Job Stress in Hospitality Industry

Stress at work is a universal and complex phenomenon that proves to be very costly for organizations especially hospitality industry as it is labor intensive. Job stress leads to higher costs as it contributes to voluntary turnover. The very first step in the management of stress at work is investigation into the nature, type and other dimensions of work stress among employees. A stressed employee tends to provide poor customer service and less stressed employee tends to provide better customer services. There can be different reasons for increased job stress. These can be hostile work environment, high peer pressure, high expectations from seniors, unsuitable working hours, monotonous, repetitive and boring job, disparity in responsibility and authority, lack of communication, high customer expectations and working conditions.

Employee Turnover in Hospitality Industry

Researchers suggest that intention to quit and employee turnover is considerably high in the hospitality industry. If an employer has a high turnover in the organization, it generally means that average tenure of the employees of that

company is shorter as compared to other companies in the same industry. There can be different reasons for a high level of employee turnover in hospitality industry.

As stated above, it is quite visible that the above mentioned three aspects i.e. Job Satisfaction, Job Stress and Employee Turnover have got something to do with Work Life Balance. This is the main motive for undertaking this study to understand the relation between Work Life Balance with the three aspects.

Need and Significance of Study

It has been observed that the attrition rate (employee turnover) is very high in luxury segment hotels. As per the survey the highest turnover was 72.1 percent for the year 2015 (Ruggless, 2016). In the past, lot of research had been done on various sectors but literature research lacks extensively on the effect of work life balance on employee turnover in luxury segment hotels in hotel industry. The purpose of this study is to examine ways to improve the work life balance in luxury segment hotels. This will help to identify the work life balance of the employees in luxury segment hotels of northern region (Punjab, Rajasthan, Himachal Pradesh, Uttar Pradesh, Jammu & Kashmir, Chandigarh and New Delhi) of India. Implementation of the recommendations will help luxury segment hotels to recruit and retain the qualified, experienced professionals in the field.

Problem Definition

An orderly definition of the research problem helped provide direction to the present investigation and also facilitated smooth conduct.

For the present study, research focus has been defined as:-

“Association of Work Life Balance with Job satisfaction, Job Stress & Employee Turnover -A Study of Hospitality Sector”

Research Objectives

The study has been undertaken keeping into mind the following objectives:

- To study the work life balance of the luxury hotel employees.

- To examine the various dimensions affecting the work life balance in the hospitality sector.
- To compare the work life balance of employees in the hospitality sector with respect to various demographic variables.
- To study the existing work life balance practices in the hotels.
- To study the role of work life balance in job satisfaction and job Stress.
- To study the role of work life balance on the intention to quit (termed as employee turnover) of the employee in the select organizations.
- To suggest policies and measures to improve work life balance in the hospitality industry.

Research Hypotheses

Based on the research objectives of the study, the hypothetical statements (Hypotheses) are framed. These hypotheses are tested using suitable statistical tests to prove or disprove it, and based on the results the answers for research objectives are arrived. Hypotheses formulated for achieving the objectives of this study were as follows:

H₀₁ : There is no significant difference in terms of work life balance and its dimensions with respect to various demographic variables of the employees.

H₀₂ : There is no significant relationship between work life balance and job satisfaction.

H₀₃ : There is no significant relationship between work life balance and job stress.

H₀₄ : There is no significant relationship between work life balance and employee turnover.

Research Methodology

The present study is based on a survey from where the data was collected, arranged & presented, and analysed to arrive at results. It provides a framework within which the research work can be done in a smooth manner. It helps in saving time and money. The method and procedure followed for conducting the study are outlined. The study is focused on all three levels – frontline, middle and supervisory and

senior level of employees in luxury segment hotels of Punjab, Rajasthan, Himachal Pradesh, Uttar Pradesh, Jammu & Kashmir, Chandigarh and New Delhi. The employees were contacted in person and requested to provide data for the survey questionnaire. Systematic process was used to construct the questionnaire. Initially a rough draft was prepared to take an overview of the data to be collected. Then, the questionnaire was pre-tested with 100 respondents. After the pretesting, required modifications in the questionnaire was carried out.

Reliability test on the collected data was carried out using cronbach's alpha (reliability test). The cronbach's alpha value was at 0.93, hence concluded that the reliability is at high level. The final questionnaire was used for the data collection. The data collection was done from 500 respondents. Out of this total sample of 500 respondents, the data of 495 respondents were found to be fit for further analysis. The data was analysed using a statistical application package called SPSS (statistical package for social sciences). Different statistical techniques like mean, standard deviation, correlation, regression, t-test and ANOVA were used to test the stated hypotheses.

Findings of the Study

At overall level, there is significant relationship between income and individual's WLB, both male and female have same perception of work life balance. There is no significant relationship between WLB and the departments of the employees. Married employees have better work life balance than unmarried. There is significant positive relationship between WLB and number of years of job experience of a person. WLB increases when the work experience increases. There is a significant positive relationship between employee's age and WLB. As the age of employee increases the associated WLB score also improves. There is significant relationship between level of education and WLB. Out of the six dimensions of WLB, the HRM needs to focus on improving the social and personal needs of the employees of luxury hotels. Assisting their children in preparing for their exams/academic excellence, sharing the work with other colleagues, adjusting the working schedule to attend self-life priorities, meeting prescribed deadlines and schedules without affecting home life, ability to participate in community activities

and attend to religious commitments are the major five aspects that help improve the work life balance. Work life balance, job satisfaction, job stress and employee turnover are strongly related. The study also presents suggestions and recommendations that can be adopted by both employer and employee. It has been suggested that employee should be given fair compensation, job control, freedom to make decisions and innovate. Initiatives like development of the employees, recognition and rewarding exemplary work and mentoring will also help in improving employee morale, more satisfied, less stressed and induce him/her to remain with the same organization.

Date : _____

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CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION

In the modern globalized world of cut throat competition, where each organization is struggling for market share and profitability, the expectations 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 (Harvey & Stalker, 2007). 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 (Naithani, 2010).

Work pressure has been found to be increasing in the past few decades due to heightened competition which puts pressure on profitability. Evidence shows that while the daily numbers of working hours have been constant for the past two decades, the number of employees who are working for more than forty eight hours a week has increased in the recent years (Harvey & Stalker, 2007) Moreover, people have also reported an increase in the intensity of engagement required at the workplace (Meijman & Mulder, 1998). There is an increasing concern that the community life and quality of life at home are depleting. Naithani and Jha (2009) have identified factors that influence work and family sphere, viz. family and personal life factors, work related factors and other factors. Family and personal life

factors include employee's participation at workplace, participation of pregnant women at workplace, participation of both working couples at workplace and so on. Work related factors include the following: working for long hours, aging population, and technical complexity of work, skilled worker shortages and location shift of work force.

WLB is also related to job satisfaction, job stress and employee turnover. Greenberg and Baron (1997) have defined Job Satisfaction as an individual's cognitive, affective, and evaluative reactions towards employee's job. Locke (1976) explains that job satisfaction as the state where one's expectations and one's outcomes match well. Cranny, Smith, and Stone (1992) explains that job satisfaction is an amalgamation of cognitive and affective reactions of the employees towards what the employees expect and what they actually get. Work place stress is a universal phenomenon and complex to understand and resolve (Lazarus, 1993) and is directly impacted by WLB. Stress at work place needs to be effectively managed, which otherwise may prove to be very costly for the organization. WLB has a direct bearing on employee turnover, which is presently one of the most serious issues plaguing the service sector in particular. Attrition rates are high in most industries and a significant proportion of employees harbor intentions to leave the organization for better opportunities or to escape tyranny of insensitive bosses. Deery (2008) analyzed the role of work life balance issues in employee turnover related decisions and provides a framework to develop strategies for mitigating employee turnover. At the same time with increasing level of aspirations on the family front, the pressure on employees has further increased. Expectations of better living standards, better education, better health and leisure etc. are impacting work life as well.

1.2 GLOBAL AND INDIAN HOSPITALITY INDUSTRY

The international travel and tourism industry, of which hospitality sector is a part, is one of the largest global industries and a major engine of economic growth. At present, 1 in every 11 people worldwide are employed by the tourism sector, with the industry generating US\$ 7.2 trillion or 9.8% of the global GDP in 2015 ("Hotel Sector Analysis Report," 2016). World economic forum ranked India 12th in the Asia Pacific region and 55th overall in the list of the world's attractive destinations

(“ India is world’s 40,th”2017). According to Travel and Tourism Competitiveness report 2013, produced by world economic forum, has ranked India 6th in tourism and hospitality. India recorded 8 million foreign tourist arrivals in 2015, registering an annual growth of 8.1 per cent over the previous year. (“Tourism & Hospitality Industry in India,” 2017). Foreign tourist arrivals in India increased 11.8% YoY to 6,70,000 tourists in August 2016. Further, foreign exchange earnings from tourism increased 13.1% YoY to Rs 129 billion in August 2016 ,by 2020, medical tourism industry of India is expected to touch USD 8 billion (Equitymaster, 2016, February 03). White paper on hotel room supply, capital investment and manpower requirement by 2021 by HVS. (2012) indicates, that in 2015 there were over 1,63,083 hotel rooms available in different hotel segments. The report further states that India would still need around 188,500 additional hotel rooms by 2021. Leading hotel chains have increased their investments in hotel business. They are also in different stages of opening of new properties in India. The Indian hospitality industry has now become one of the key drivers of overall economic growth among the services sectors in India. Hospitality industry contributes 9. 6 per cent to the national GDP (IBEF, 2017, December) and according ACNielsen ORG-MARG report 8.78 percent of the total employment in the country (Ministry of Tourism Government of India, 2007). Indian hotel industry is witnessing a burst of foreign investment. Hotel chains such as Starwood, Hilton, Marriott, Hyatt and Accor are already present. Marriott alone operates eleven properties in India and has further plans to extend its network to 100 hotels. ITC Hotels also has planned to open twenty five new hotels under the brand Fortune, in the coming years (Kulshrestha & Chaturvedi, 2016). While luxury hotel segment is attracting a lot of investment by major global players, in India, it is the budget hotels segment that is witnessing higher growth rates. This all round growth in the sector has created immense market opportunities.

1.3 MANAGEMENT STRUCTURE OF HOSPITALITY SECTOR

In hotel industry, basically two types of employees are found ‘Front line’ and ‘Back line’. Employees who have the maximum contact with the guests are said to be front line and those employees who serve more of a supportive role, with least contact with the guest are considered backline or back of the house (Manjunath & Kurian

2011). After spending 4-5 years in entry-level positions and showing professional proficiency and a potential for growth in the industry, employees move to supervisory positions. Progressively, the employees achieve additional responsibilities and begin to shape their hospitality career as per their interests and potential. It takes about 15-20 years for hospitality professional to attain senior management position.

1.3.1 Levels of Management

Majority of the companies have three levels of management: Lower, Middle and senior. These levels are categorized on the basis of a hierarchy of authority. Every level is explained as below:

- Senior level management: It forms the Board of Directors, President, and Vice-President, General Manager, Executive Chef and Executive House keeper. Managers at this level are responsible for budgeting, controlling and supervising the entire operations. Senior level managers develop goals and take part in strategic planning.
- Middle level management: It consists of section heads and department managers. Middle level managers, supervisors, who are answerable to the top management. They spend more time on organizational functions. Their role can be considered as execution of organizational plans in accordance with the policies and objectives set by the senior management. They communicate necessary information and policies from top to lower management.
- Lower level management: Consists of, front office assistants, housekeeping attendants, bell boys, commis chefs, stewards. They are operational employees and have high guest contact. Their performance at different tasks is the key for higher guest satisfaction.
- The largest section of employees in any hotel are the frontline personnel in each of the four operational departments viz Housekeeping attendant, Housemen, Front office assistant, Bell captain, Steward, Commis etc.

However, for the purpose of this study, middle and lower management levels have been combined as the distinction between the two is not very sharp in different

hotels. Consequently, the study focuses on three levels of respondents including the front line employees.

1.4 CHARACTERISTICS OF INDIAN HOSPITALITY INDUSTRY

- a) **High seasonality:** the Indian hotel industry has considerable dependency on seasons. Normally it experiences high demand during October to March, as these months experience most conducive weather conditions for hotel use. In other seasons, tourist locations experience rains, summer weather or monsoons which are not favored by tourists, thus leading to low tourist traffic and subdued demand for hospitality services. Usually the quarters ending December and March bring in more than half of the annual turnover for hotelier. However, hotels have started introducing a number of offers to improve occupancy during the off-seasons, which is yielding positive results.
- b) **Labor intensive:** Manpower is the key to success as well as the reason for failure in hospitality industry. The hospitality industry has different job opportunities for skilled, semi-skilled, and unskilled work force. The average employee-to-room ratio in 2012-13 was 1:6 in India, which is almost twice the global standards (“Hotels looking to rationalize,” 2014).
- c) **Overstaffing:** Hotel owners tend to overestimate the manpower requirement, leading to higher staffing demand. In the face of competition from international brands, Indian hotels need to be more productive and must reduce the pay roll costs by rationalizing employee to room ratio.
- d) **Fragmented:** The hospitality industry in India has been quite fragmented as it has a large number of unorganized players who account for high market share. The major brands in the organized hotel industry include Carlson, Four seasons, Marriott, Hyatt, Indian Hotels company Ltd, East India Hotels, ITC hotel divisions.

1.5 TRENDS IN THE HOSPITALITY INDUSTRY

In 1988, the government formulated a comprehensive plan to promote tourism and subsequently various states in India declared tourism as an industry, which gave a

fillip to the hotel business. National policy on tourism announced in 2002 focused on developing a robust infrastructure. Starting 2005, the government has also undertaken various marketing initiatives to attract tourists. This has led to increase in hotel occupancy rate in the years 2015-16. In April 2016 domestic spending on tourism accounted for over 82.7 per cent of total tourism revenues (“Tourism & Hospitality Industry in India”, 2017). Eventually, average tariff for hotel rooms also increased largely due to demand and supply gap for hotel rooms in the metropolitan areas. These positive trends have made India one of the most desirable destinations for investments in the hospitality sector. This has attracted a number of new players into the industry, including domestic and global chains.

- a) **Emergence of secondary and tertiary cities:** With Indian economy growing at about 7 per cent per annum, hotel brands has been motivated to invest more in new properties in areas other than metros. Cities like Pune, Hyderabad, Jaipur, and Chandigarh have emerged as new growth markets. The entry into secondary and tertiary cities is taking development of hotel activity to new heights.
- b) **Tech Trends:** Improved technology is now a common feature in almost all the departments in order to increase the efficiency and standardize the business operations. Today, hand held devices having touch screen are used for KOT (Kitchen Order Ticket) generation in restaurants. Improved technology has enabled ‘anywhere and anytime’ hotel reservations. The arrival of travel websites like airbnb.com, oyorooms.com, makemytrip.com, trivago.com, goibibo.com, hotels.com and expedia.com has also taken place in the recent years which have not only brought efficiency to the system but also benefitted the customer by way of integrated tourist services of international travel, site seeing as well as boarding and lodging, wider choices of brands along with lower room tariffs. Availability of user reviews and opinions given on these websites puts a great deal of pressure on the hospitality players to deliver on their contract with customers in terms both of consistency and efficiency.
- c) **Social Media:** Social Media, which has become an important platform for establishing virtual connect, has emerged as a powerful marketing tool.

Various platforms like Face book, What's app and Instagram etc. help travelers share their personal experiences and pictures, which inspire and guide other travelers.

- d) **Loyalty Programs:** Customer loyalty programs have taken a dominant place and will continue to be a motivating force behind customers' purchase decisions. Although there are a number of loyalty programs offered by hospitality industry, each offers similar kind of benefits. Thus it becomes important to add something extra which makes customers more loyal.

1.6 MEASURES UNDERTAKEN BY THE GOVERNMENT

Ministry of Tourism has been taking numerous measures to promote both domestic and international tourism. Tourism & Hospitality sector has contributed to more inclusive growth in India by promoting other industries in the economy through backward and forward linkages and generating employment in various sectors such as hospitality, travel, entertainment, wellness and other sectors ("Five significant steps", 2017). Some of the measures taken are:

- Creation of world class tourism related infrastructure to promote cultural and heritage value of the country and enhance the tourist attractiveness.
- The National Mission for Pilgrimage Rejuvenation and Spiritual Augmentation Drive (PRASAD) scheme was also launched by the Ministry for the development and beautification of pilgrimage sites to tap the growth of domestic tourists driven by spiritual or religious sentiments.
- Ease of doing business: Ministry of Tourism has set up a web-based public delivery system for recognition of travel trade service providers and for classification of hotels in order to ease the process of filing applications by Travel Trade Service Providers seeking recognition from the Ministry.
- Introduction of a Mobile App: The Ministry of Tourism launched a mobile application called Swachh Paryatan on February 22, 2016 which will let citizens report any hygiene issues at various tourist destinations across the country.

- **Multilingual Tourist Helpline:** The Ministry of Tourism launched the 24×7 Toll Free Multi Lingual Tourist Helpline in 12 languages on February 8, 2016. The languages handled by the Tourist Helpline include ten international languages besides English and Hindi, namely, Arabic, French, German, Italian, Japanese, Korean, Chinese, Portuguese, Russian and Spanish
- **Adarsh Smarak:** ASI has identified 100 monuments to be developed as Model Monuments. These monuments would be provided necessary tourist facilities including Wi-Fi, security, signage, encroachment free area, interpretation centers showing short films about the importance of monuments
- **Skill development:** In 2014, Tourism & Hospitality sustained a total of 36.7 million direct, indirect, and induced jobs in India, which is more than the jobs created in banking, automotive manufacturing, chemicals manufacturing, education, financial services, and mining sectors.
- **100% FDI in the hotel industry through the automatic route.** This FDI is allowed in construction of hotels, resorts, and recreational facilities. Tourism & Hospitality Industry in India”, 2017 (“Tourism & Hospitality Industry in India,” 2017).
- **Allowing of ‘Medical Visa’ for patients landing in India for medical treatment** (“Tourism & Hospitality Industry in India,” 2017).
- **Taking measures for promotion of rural tourism in association with the UNDP (United National Development Program).**
- **Allowing visa on arrival for tourists from some select countries, which at present include 150 countries .**
- **Income tax holidays for five years for two to four star hotels established in specified geographical areas declared 'World Heritage Sites' by UNESCO.**
- **Granting capital subsidy only for budget hotels.**

1.7 HUMAN RESOURCES IN HOSPITALITY INDUSTRY

Every service industry is primarily dependent on quality manpower. Hospitality industry being a service industry cannot be an exception to it. The ambience and the

tangibles of a hotel or a restaurant are very important for their success, but the most important factor for their success is without doubt the quality of human resource that the hotel has. It is not just the material things only that are served to customers but quality of the services also contribute to guest satisfaction. As, the hospitality industry is labor intensive, efficient administration and successful operation of the business is highly dependent on the quality of workforce it possess. In India, the shortage of skilled workforce has always been a challenge to the hospitality industry. It is believed that the role of employees within the hotel organization changes from time to time in response to innovations and developments taking place in products, technology and the market. Major players of the industry understand this concept of change and development and so keep on modifying their strategies accordingly. This also includes constant changes in the organization's recruitment policy. Hospitality industry requires a high level of personalized services which cannot be replaced by any machine or any automated systems. For preparing a highly skilled manpower regular and effective training must be imparted to employees. Human resources development (HRD) in the hospitality industry includes training of personnel in two broad areas:

- Hotel and catering sector
- Travel, trade and tourism sector

It is the skilled and trained manpower that can ensure the efficient and high quality service delivery to the customers. Setting high standards of service is very important to maintain long term growth. The success is not only determined by offering competitive price or the variety of product range, but also through quality of the services. However, providing quality services is again not the only thing but maintaining the quality of service throughout is important, to ensure customers loyalty

The 'hotel and catering' sector demands high level of personalization and customization which leads to customer satisfaction, which is the prerequisite for the success of any business. However, achieving a high level of personalization and customization requires highly skilled and professional manpower. According to an estimate on future requirements of additional hotel rooms, the number of personnel

with formal training in the hospitality and catering sector would grow enormously to about 25,000 personnel per year. According to economic times 2017, India will need 6.48 million skilled work force in tourism, hospitality and travel by the year 2022 (“India will need 119 million,” 2017). The present training facilities of 42 hotel management institutes affiliated to National Council for Hotel Management and Catering Technology (NCHMCT), nearly a thousand autonomous and private institutes, ten food crafts institutes and one Indian culinary institute in India are not adequate to meet the growing manpower requirements of the sector. However, these institutions are certainly contributing to prepare skilled manpower by offering a variety of courses in the field of hotel management, food and beverage services and craftsmanship. These consists of undergraduate and post graduate degrees of three years duration, diplomas and short certificate courses of durations ranging from three months to eighteen months.

1.8 ISSUES AND CHALLENGES RELATING TO HUMAN RESOURCES

The major issues and challenges faced by hospitality industry in terms of manpower are summarized as below:

- (a) Shortfall of skilled and trained workforce, which eventually poses a constraint for the overall development of the hospitality industry.
- (b) Shortfall of adequately experienced teaching staff in the hospitality and food crafts institutes.
- (c) Lack of quality training material as per the need and expectations of the industry.
- (d) Lack of effective strategies for manpower development at the national level.
- (e) Difficulty in maintaining a pace with the dynamic environment worth constantly changing technology and markets.
- (f) Long working hours which take a toll on WLB of employees, especially during the peak season.
- (g) Shortfall of adequately experienced teaching staff in the hospitality and food crafts institutes.

1.9 THE CONCEPT OF WORK LIFE BALANCE (WLB)

The term work life balance was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of “family- work conflict” (FWC) and “work-family conflict” (WFC). The work – family conflict and family – work conflict is referred as a form of inter-role clash in which the role pressures from the work and family domains are reciprocally incompatible as a result participation in one role is made more difficult by participation in another role (Greenhaus & Beutell, 1985). Work-life balance is a term used in the literature to mention the policies that attempt to achieve a greater harmony and balance between work and home responsibilities (Redmond, Valiulis & Drew, 2006). Work-life balance is necessary for an individual’s psychological well-being. High self-esteem, satisfaction, and sense of accord in life can be regarded as pointers of a positive balance between work and family roles Clark (2000); Clarke, Koch and Hill (2004); Marks and Mac Dermid, 1996). Kahn, Wolfe, Quinn, Snoek & Rosenthal (1964), Grzywacz and Marks, (2000), Hill, Hawkins, Ferris & Weitzman (2001) were first to perceive work life balance with respect to work family conflict and work family enhancement or work family balance. Kahn., et al (1964) defined role conflict as the occurrence of two or more sets of forces that will make performance of one over the other difficult. Greenhaus and Beutell (1985) took the work of Kahn further and interpreted work- family conflict as a conflict in which the role pressures from work and family domains are irreconcilable to an extent. Researchers have examined the distinction between work-family conflict, and family-work conflict. Work-to-family conflict happens when practices at work, like long work hours, work overburden and other stresses at work, conflict with family life. Family-to-work conflict occurs when involvement in the family with elders, children and spouse conflict with work life. Grywacz and Bass (2003) in their study established that work and family overlap in a person's life and have significant consequences for both individual and family. However, it has also been recognized that employee’s experiences at work and at family level are related to growth, support as well as anxieties (Barnett & Hyde, 2001; Crouter, 1984). There is substantive evidence that work and family can support each other, (Grzywacz and Marks, 2000). Social and ideological trends

advocate that work-family issues will become gradually important in the new millennium. Societal trends such as increasing contribution of women in the workforce (Lerner, 1995), greater numbers of employed single-parent and dual earner families (Bumpass, 1990), and the increasing care giving needs of an aging population (Marks, 1996) are creating new responsibilities and new challenges for both women and men to combine work and family obligations.

1.9.1 The Work Life Balance in the Hospitality Industry

Hospitality industry is a fascinating and interesting industry to work for as it offers a wide range of jobs and career options. Hospitality is about serving the guests and to offer them with "feel-good-effect; "Athithi devo bhavha" (Guest is God) has been one of core belief of Indian culture. In India, the guest is treated with warmth and reverence and is provided the finest services. In order to offer best services at all times, the organizations create a working atmosphere, which is highly demanding from their employees. Therefore the idea and importance of work life balance, especially in relation to Indian context, can't be under estimated. The hospitality industry is characterized with long working hours in different shifts, physically and emotionally exhausting work, multitasking and irregular work schedules. The many aspects of the hospitality profession are expounded below:

Extended Work Schedules

The hotel industry works twenty four hours, seven days a week and all the year round thus the employees have to work in shifts. At times the shift timings are odd which not only causes discomfort but also disheartens the employees to work in those shifts. Moreover, if an employee in a particular shift goes on leave suddenly, his duty has to be performed by someone on duty who has already put in 10-12 hours in the previous shift. In such a case, the person working in the earlier shift has to work for a double shift, sometimes in triple shift at a stretch. This being a very common feature in the industry, employees in general has to work for long hours which have a great impact on their WLB. Many times they have to cancel their personal engagements due to unforeseen job circumstances. Thus the employees have a poor WLB with negligible social life. The average working hours of the hotel employees is 10-12 hours during which they are expected to be on their feet almost

all the time. Further, the ever changing and random nature of these demands make the job of hotel employees more undefined. Contrasting other industries where continuing task can be handed over to the employee in the next shift, the same cannot be done in the hotel industry. The employee cannot just leave the guest service in between unless the guest is fully satisfied. This poses the problem of extended job hours at work which further impinges on WLB.

Seasonal Business

The hotel industry operates 365 days in a year and they have peak and off peak seasons during the year depending upon the location of hotel and its clientele. However, the number of staff on pay roll remains constant on the basis of its average requirement. Consequently, during peak season they have huge shortfall of employees which sometimes are adjusted by hiring students as trainees from hotel management institutes and taking labor on contractual basis. The trainees and contractual labor cannot really substitute the regular employees as they are not adequately trained and so cannot be deployed in direct guest contact jobs. Thus, the regular hotel employees have to take the additional workload during peak seasons. The regular employees have to work on numerous occasions, for long work hours ranging anything from 16 hours to 36 hours at a stretch. It becomes difficult to give weekly offs in such situations and employees work weeks together without a day off. Even though, their missed weekly offs may be availed in future, it becomes very stressful and challenging for them. This visibly has a direct impact on their WLB.

Physically and emotionally challenging work

The nature of job in hotels is very challenging due to continuous contact with the customers. The employees are expected to be on their feet continuously, having pleasing smile at all times, when they are dealing with the guests. Irrespective of whether the employee has just reported on duty or he is continuing in the double shift, he is expected to be alert having smile on his face. When the employee returns home he is exhausted physically and mentally and spends most of their time sleeping. Moreover, employees hardly manage to devote time to their families which leads to a disengagement from their family life, friends and community and community, with a negative effect on their WLB.

Scheduling Conflicts

The most important aspect of conflict relating to WLB of hotel employees is the scheduling conflicts which occur when two events, one at work and the other at home, contend for an employee's attention at the same time. This type of situation can be stressful for staff, and results in low productivity. Employees often face these issues leading to stress and frustration resulting in employee quitting his job. The impact of scheduling conflicts can be felt on employee disengagement; job demands impinging on personal life and social disconnect (Peshave & Gujarathi, 2014).

Erratic Work Schedules

It is rightly said in hotels that there is time to report for work but no definite time to leave the shift. In such a scenario, the employees have to work in diverse shifts based on the requirements of their job. As the number of employees in every department is fixed and occupancy of hotel is varied with seasons, each employee is expected to be ready to work in any shift. The shifts may change on a daily or weekly basis depending upon the volume of work in the hotel. Therefore at times, the employee is not sure of their shift for the coming day and thus cannot organize beforehand for any personal commitment. Moreover, every now and then the shifts are irregular, like break shift and night shift, when the employees are expected to travel to hotels at odd hours. While, hotels provide home drops for ladies working in late shifts, such facility is not available for males. As a result sometimes employees staying far, prefer to wait back in the hotel till early morning which further adds to the WLB woes.

Multitasking nature of Job

Working in hospitality industry is akin to performing a juggling act. To be effective in one's role, one needs to be a master multi-tasker, regardless of what the role is. The essential bottom line nature of your job is to keep the guest satisfied as a result on most occasions you will be handling multiple tasks while satisfying a guest (taking a check in, escorting him to his room and may be carrying his luggage also in peak season). Handling a particular guest or a repeat guest in your shift there will be situations that the said guest only wants to speak to you as he is most comfortable with the first point of contact.

Effect of work-life balance on Productivity of Hotel Employees:

When employees are exhausted and stressed, their output is reduced. As a result they disengage over a period of time. The studies on WLB have documented the benefits of having good WLB policies. Work life policies emphasis organizational support to employees in their day to day challenges at work and home. The WLB policies impact employee morale and commitment, and making it easier to handle personal and professional responsibilities. Thus it may be concluded that taking cognizance of WLB of employees has a positive impact on their all-round productivity.

1.10 JOB SATISFACTION

Crany, Smith and Stone (1992) have proposed that there is a clear agreement in the definition of job satisfaction. Their “consensus” definition is that job satisfaction is an affective (that is, emotional) reaction to one’s job, resulting from the incumbent’s comparison of actual outcomes with those that are desired (expected, deserved, and so on). In his 1969 paper, “What is job satisfaction,” Locke says that job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values. Job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s values Locke, (1969). Locke in the year 1976, in his Handbook of Industrial Psychology, says that job satisfaction is a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences (Locke, 1976). If the worker does not get satisfactory conditions at work place he will tend to leave the organization, which is not good for the health of the organization. Employee turnover can affect the bottom line, as staffing and employee retaining requirements will increase. Thus, a lot of organizations today have made job satisfaction a top priority (Herzberg, 2008). There are different motives for a person to work in a specific industry or with a specific business house. The same motives also make that person to shift from the existing job to another. Thus, if a person joins an organization with a motive and gets its achieved he is said to be satisfied with the job. However, there are other factors also other than the primary motive which can make a worker happy and satisfied. These factors can be monetary and non-monetary. Thus, organizations keep on identifying these factors

as to which employee gets satisfied with which factors. On the basis of these factors, various motivation theories have been developed over a period of time.

Fajana (2011) identified five key components of job satisfaction, namely;

- 1) Attitude towards work group
- 2) General working conditions
- 3) Attitude towards organization
- 4) Monetary benefit
- 5) Attitude towards supervision

Richardson and Burke (1993) added that we must compare an individual's perceived requirements or demands with the individual's perceived outcome from the job. He also pointed out that the concept must be translated into practicality, which will help measure the job satisfaction among employees. To measure job satisfaction, it is important to identify the components of job satisfaction first; and then devise a method of measuring the job satisfaction for every identified components and then to arrive at the total score of job satisfaction for every component. Last step is to summate all these scores of individual components to measure the overall job satisfaction. According to Herzberg's motivation theory, employees also expect some degree of self-recognition, which helps in reducing work pressure among the work group and improves the overall working environment. Herzberg's theory explains that employees' satisfaction is mainly dependent on two sets of issues namely hygiene and motivators. Hygiene issues relate to dissatisfaction, i.e. these factors do not add to satisfaction but add to dissatisfaction if not fulfilled. On the other hand, motivators do not add to dissatisfaction but lead to satisfaction if provided. Thus, hygiene issues must be addressed first. Once the hygiene issues have been resolved, the motivators can be deployed to create satisfaction among employees.

1.10.1 Job Satisfaction in Hospitality Industry

Lack of job satisfaction becomes a major concern for employees leaving an organization. Among all the service industries, the hospitality industry experiences one of the highest levels of employee turnover rates. As per the experts in the field

of hospitality, the turnover rate is around 25 percent for at the managerial level and almost 50 percent at non managerial cadre. Hotels lose money in employee turnover as they have to invest in recruitment and training and developing new staff members. New staff members also add costs due to low efficiency and increased wastage in the initial period of employment. An untrained employee may also cost dejected customers to the hotel. Thus efforts to an improve job satisfaction among employees are crucial for the hospitality sector as it would lead to lower employee turnover, also a satisfied employee will provide better services to the guests. Thus, the major factors that may lead to higher job satisfaction are as follows:

- 1) **Remuneration:** One of the important factors that affect the satisfaction of an employee is the remuneration. Though, remuneration cannot be deemed as the sole motivator, yet a fair and unbiased remuneration system is generally expected to motivate most employees. If an employee feels that he is not compensated fairly and satisfactorily, he will be unhappy and that will affect his productivity for the business (Herzberg, 2008).
- 2) **Work Environment:** The work environment has a great effect on employees pride (Herzberg, 2008). A comfortable work environment and good work relations amongst colleagues are considerable factors in job satisfaction. Hotel industry has workers from different cultural diversity, making it little challenging for the management to provide an environment which is acceptable to all (Gobelna, 2015). A pleasant relationship between employer and the employees also helps in improving job satisfaction. Managers at many of the hotels lead by example like, dressing properly, giving due respect to subordinates to inspire them to contribute in creating a congenial environment for work.
- 3) **Responsibility:** Every individual likes being trusted and given responsibilities to feel important. Employees who are not given any job with responsibility and with decision making authority, makes them feel dissatisfied. Assigning responsibilities increases pride of the employee and ultimately contribute to their job satisfaction increase in pride in the employees and their job satisfaction. Further employees need to be educated and trained to take up

responsibilities and seniors need to provide opportunities to employees to give suggestions and contribute to improving performance and goodwill of the organization.

- 4) **Work Schedules:** In spite of the fact that work is important in any individual's life, the work schedules are expected not to be over strenuous so as not to hamper the health and personal life of employees. With increasing work pressure due to shorter time frames of delivery and forces of competition, employees work schedules may extend to 10-12 hours and even beyond. Thus, allowing a flexible work schedule help an employee to establish a balance in his personal life. Hotels require round the clock staffing all-round the year including holidays and weekends and thus provide for employees preferred shifts. Further offering preferred days off to employees whenever possible will improve employee work life balance and satisfaction. Some hotels have also started offering its employees the facility to work from home which saves time, provides greater independence and also offers flexibility for employees, thus improving their satisfaction at their job.
- 5) **Recognition:** Appreciating a worker at the workplace increases job satisfaction. The employer can recognize an entire team of workers as well as individual workers through small rewards and recognitions. Choosing 'Employee of the Month' is step in this regard only, where in name and picture of the awarded employee is posted on the notice board. This gives job satisfaction to the said worker as his work is recognized by the employer and applauded publically.
- 6) **Interpersonal Relations:** Interpersonal relations among the workers also contribute significantly to employee motivation and continuation on the job. The social contact the organization brings to its workers forms a part of the job satisfaction. Social contact and harmony can be promoted by encouraging cooperation, mutual respect, sensitivity towards each other and creating opportunities for close interaction beyond work situations. This can be achieved by allowing employees a sufficient amount of time for meeting each other and socialize with each other (Herzberg, 2008).

- 7) **Career path:** Each employee works on a job with expectations of timely promotions. If employees are working on one post for a longer period of time then the chance of getting dissatisfied increases over a period of time. The seed of unpleasantness towards the organization would start building up, if an employer does not recognize merit performance. Timely increments and promotions with definite career path in an organization increase job satisfaction levels. It will further inspire employees to be more productive in line with goals and motto of the organization.

1.11 JOB STRESS IN HOSPITALITY INDUSTRY

Due to glamour of the hotels the perception might be that working in the hospitality industry is very exciting and comfortable in comparison to other industries, it is indeed exciting as the employees tend to deal with relaxed people coming from different parts of the country and the globe to spend their leisure time in attractive tourism destinations. However, it is also quite stressful to work in the hospitality industry as meeting the high expectations of customers is extremely difficult (Ross, 1995). Work place stress is a universal truth and complex to understand and resolve (Lazarus, 1993) as it proves to be very costly for organizations, especially in the hospitality industry as it is so labor intensive (Villanueva & Djurkovic, 2009). The very first step in managing job stress is investigating into the nature, type and other facets of Job Stress (Cooper & Payne, 1988). There is a general acceptance amongst the hospitality experts that reducing stress in the hospitality industry results in reduction in total costs (Cooper & Dewe, 2008), consequently the issue of stress among the employees of hospitality industry needs to be clearly understood so that it can be effectively managed, although it cannot be altogether eliminated.

Researches have shown an inverse relation between employee stress and quality of the service delivery. In other words, highly stressed employees provide poor customer service and less stressed workers provide better services to customers (Varca, 1999). In general it can be stated that work related stress has resulted in decline in the service quality and overall performance of employees (Gilboa, Shrirom, Fried & Cooper, 2008). This job stress also leads to increase in exhaustion and decrease in employees' ability and desire to learn (Lepine, Lepine & Jackson,

2004), withdrawal (Gupta & Beehr, 1979) and more depressive symptoms (Motowidlo, Packard & Manning, 1986). Due to all these reasons job stress is considered to be as one of the most pertinent challenges managers face in the hospitality industry as it affects that affects the performance of employees at all levels (Ross, 1995). Job Stress among employees in the hospitality industry manifests in the form of physiological symptoms like indigestion, fatigue, high blood pressure, heart attacks, ulcers and even strokes. These symptoms may result in reduced overall productivity of employees and enhanced costs for healthcare for the employers. The implications of this scenario are that the management needs to be well informed about this potential threat at the work place so that it can be effectively managed through rationalizing responsibilities, work schedules and appropriate trainings at all levels.

1.11.1 Reasons for Job Stress in the Hospitality Industry

As stated earlier, job stress is relatively higher in the hospitality industry as compared to other service industries. The major reasons for job stress among employees in the hospitality industry are summarized below:

- Increasing peer pressure and rising expectations from seniors
- Long working hours, resulting in a lack of sleep and rest, further leading to physical and mental fatigue.
- A monotonous and repetitive work.
- Job responsibilities without receiving the authority and support to undertake the job.
- Rising expectations of the guests and failing to meet them.
- Imbalance between work life and personal life of an employee
- Tiring & suffocating working conditions.
- Stressful interactions with customers.

1.12 EMPLOYEE TURNOVER IN HOSPITALITY INDUSTRY

The rate at which employees join or leave an organization is called employee turnover. If an employer has a high turnover in the organization, it generally means that average tenure of the employees of that organization is short. In case the

employees do not find the work satisfying enough or perceive the work environment not conducive to growth, intention to leave the job may appear and if the concerns are not addressed well in time, may result in quitting the job. The hospitality industry provides services to the customers in their leisure and recreational time. Such time is generally spent with family, friends or colleagues in the form of travel, cruises, visit to heritage sites, amusement parks etc. To serve the customers' demands, there is a huge requirement of experienced employees who are courteous and believe in delighting each guest. However, this focus among the employees gets diluted as the hospitality industry faces very high employee turnover (Hinkin & Tracey, 2000).

Worldwide researches observe that the employee turnover is high in the hospitality industry and the cost involved make it imperative to understand the issue. When employees leave, it is not just the valuable knowledge that is lost but even some of the other employees as well as guests may also follow the leaving employees. However, to a certain extent, turnover is also desirable and healthy for an organization, as it helps bring in new blood with innovative ideas. However, high staff turnover can lead to higher costs in terms of training requirements and due to lower performance levels during the acclimatization period. To achieve a sustainable competitive advantage players in the hospitality industry have to find ways to retain employees.

1.12.1 Reasons for High Employee Turnover

Hinkin and Tracey (2000) identified three main reasons for employee turnover in the hospitality industry namely improper supervision of the employees, boredom due to repetitive nature of job and lack of adequate remuneration. While repetitive nature of the jobs will tend to improve many aspects of the service, it does not help in keeping an employee engaged for long in their work. High turnover forms a ground for broader set of problems including reduced production, lower satisfaction with superiors, accidents and absenteeism. The major reasons for high employee turnover in the hospitality sector can be summarized as follows:

- a) **Seasonality:** Many job positions in this industry are seasonal, i.e., requirement of staff varies with season which determines the tourist traffic. Higher staffing

is required in peak season than in off-seasons. Thus, making lay-offs also important sometimes for the survival of a business. Lay-offs during off-seasons adversely impact the morale of employees.

- b) **Lack of Proper Training:** Previous researches have shown that lack of training to the employees is one of the major reasons for employee turnover. Training makes an employee comfortable with the organization and its working style. Consequently, lack of proper training may cause job stress and low self-esteem due to which employees may tend to leave.
- c) **Organizational Culture & Leadership:** Lack of positive culture and congenial work environment are also important factors for high employee turnover. Lack of confident and visionary leadership also contributes to high employee turnover.
- d) **Labor Pool:** It is difficult to find suitable skilled workers in the hospitality industry. Skilled workers are thus in demand and vulnerable to move to another hotels. Labor turnover can be minimized by monitoring employee morale, which would indicate his/her intention to leave or continue in the job. Regular morale survey will also bring to light the major concerns of employees which, if addressed expeditiously, can check employee turnover.

1.13 WORK LIFE BALANCE AND ITS RELATIONSHIP WITH JOB SATISFACTION, JOB STRESS AND EMPLOYEE TURNOVER IN HOSPITALITY SECTOR

Job satisfaction, stress and employee turnover are basically related to each other as job satisfaction and stress have direct impact on the turnover. The study undertaken by Wong (1989) suggested that lower job satisfaction induces low level of commitment and productivity. Griffith, Hom and Gaertner (2000) and Glance, Hogg and Huberman (1997) also supported Wong's study. Amah (2009) indicated that job satisfaction has a direct negative relationship with employee turnover. Issues relating to maintaining a work life balance have attracted much general attention in the past few years but not much attention in the hospitality industry (Deery & Jago, 2009). Earlier studies have shown that level of employee turnover among U.S hotel employee is about fifty percent and about twenty five percent for management staff

(Mehta, 2005).Retention experts are of the view that hotels have begun to spend a great deal of money on their untrained workforce so as to be able to replace an experienced worker who leaves.

1.14 SUMMARY

The first chapter deals with introducing the topic of research under study. The evidence shows that the pressure of work has been increasing in recent few years. The average number of working hours per employee per week in hospitality industry is 60-72 hours. The employees have reported an enhancement in the intensity of work. This has created an imbalance between the work life and personal life, which has made it very difficult for an employee to cope with this pressure. This has given rise to the concept of work life balance. HVS. (2012) report indicates that in 2015 there were over 1,63,083 hotels rooms available in different hotel segments and would still need around 1,88,500 additional hotel rooms by 2021. However, every organization needs to provide a conducive environment for their employees to maintain a balance between their personal and professional life. Stress at workplace is a universal and complex phenomenon that proves to be very costly for organizations, especially hospitality industry, as it is labor intensive. A stressed employee tends to provide poor customer service while less stressed employee tends to provide better customer services. Employee intentions to quit his or her job, identifiable as employee turnover have been an important reason for increased focus on human resources especially in luxury segment hotels where attrition rates are higher. The intent of this study is to understand the relation of work life balance with job satisfaction, job stress and employee intention to leave the organization, so that some viable strategies can be evolved to improve WLB of employees. This would help minimize the negative consequences of work life imbalance and also bring stability to hospitality industry.

CHAPTER – 2

LITERATURE REVIEW

2.1 RESEARCH STUDY VARIABLES

For the present study there are four major variables that have been extensively studied. These variables are work life balance, job satisfaction, job stress and employee turnover. To make the present study fruitful different aspects of these variables have studied from the existing literature. This review of the major variables helped in understanding the concepts undertaken for the study, also this review helped in developing the questionnaire for this research study. Thus, the whole review done is presented under these four heads namely:

- Work life balance
- Job satisfaction
- Job stress
- Employee turnover

2.2 WORK LIFE BALANCE

The first part of the chapter deals with studies that relate to various aspects that concerns Work Life Balance (WLB). This part of the study touches aspects like the definition of WLB, perception of employees towards WLB, impact of WLB on organization, role of working hours and timing in maintaining WLB and improving it and concludes with common practices followed for WLB.

David (2002) 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, however, **Yu-Chin, Sheryl and Thomas (2008)** 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, (2008)** 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 (2010) 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. Results of the study indicate that Millennial (younger generation) treats work life balance important for employee's productivity, decision making, and job satisfaction. A similar study conducted by **Priddis (2006)** 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.

Robert and Les (2010) who have studied the different aspects of work life balance by examining the perception level of the employees. He found that staff's perceptions of work life balance conflict appear to be minimized through organizational support. The study evaluated the experiences of employee's perceptions of work life balance in the Italian context. Participants worked in a demanding client-oriented international luxury hotel in an urban setting. Results suggest that although flexibility in work schedules mitigates work life balance conflict, long hours and unpredictable schedules negatively affected social relationships. Results also suggest that employees' family lives are negatively affected because work schedules are incompatible with family related responsibilities. The study also revealed that the implementation of work life balance practice in this Italian hotel is embryonic, despite organizational support, such as working time flexibility, from hotel managers.

After understanding the basics of work life balance, the literature further consulted was related to impact of work life balance on various issues. **Brough (2008)** examined that there was an increasing indication that work and life imbalance impose a direct effect on societal issues like delayed parenthood, falling fertility rates, ageing population, and declining labor supply. It was documented that work life balance policies were beneficial for individuals, their families, organizations, and society as well. However, other researches demonstrated the associated benefits were not always realized and work life balance policies can result in gender inequalities and enhanced levels of conflict in work and life. This study related to social issues, while next study takes care of relevance of working hours in establishing work life balance. In another study, **Hill (2001)** examined the influence of flexible working hours schedule on work and family balance. Results indicate that flexibility in job leads to establish a better work family balance. Under standard conditions, employees with perceived flexibility at job were found to have established better balance between work and family. Few more studies have been undertaken for review in the same area i.e., working hours and work life balance. **Skinner & Pocock (2008)** studied the impact of long hours actually depends on the subjectivity of those hours and employee's own personal circumstances. It has been observed that individuals in highly engaging, interesting and fulfilling jobs actually enjoy long hours. **Bowers (2007)** examined that, majority (85 percent) of recruiters have experienced candidates turning down jobs because they are not being offered enough WLB. Employees now find themselves sandwiched between work, the pressures of long commutes, upbringing of kids, and managing their social life and household. The type of organization may not be the only determining factor in the work-home balance issue. Sometimes it is what an employee does rather than where he does it. **Doble & Supriya (2009)** in their study have made an effort into the field who found that both the genders reported experiencing imbalance in work and life. The author suggests that there is a dire need to provide cohesive environment and improve work life balance practices so as to enable employees to maintain a balance with their lives and work. This will ensure a healthy work place environment for employees and make the work more meaningful to them.

It is pertinent at this point of time to throw some light on work life balance practices. Furthermore, **Omar (2010)** found that the development of nonstandard employees has been poor in present employment scenario with the reasons of employer willing to cut cost, meet the customers' expectations and to provide flexibility as part of work life balance initiative. However, non-standard workers are supposed to be less committed and less satisfied. The study proposed using congruency theory while satisfaction towards work life balance is proposed as the integrating construct in determining the effect of different work status which is matched with the employees' demand and employer's offer.

Another recent study by **Bharti & Warriar (2015)** in Indian context aiming at studying the level of work-life balance has concluded that service sector employees possess moderate level of work life balance on various components with an overall score of 63 out of hundred. The above study has been referred as a benchmark study to examine the level of overall work life balance of the select organizations.

2.3 JOB SATISFACTION

This portion of the chapter presents about the research studies in the area of job satisfaction. Extensive time has been given on understanding the factors that may affect job satisfaction among employees. Further studies are related to the quantum and level of job satisfaction among different employees in different organizations.

Jaga and Jeffrey (2011) studied that enriching work to family influences job satisfaction. The study offers a contribution to the work and family by examining the generally neglected side of the work, family interface and work-family enrichment. **Allen, Lambert, Pasupuleti, Tolar and Ventura (2004)** studied that all job features had a significant impact upon job satisfaction, while job variety and supervision also had significant effects upon organizational commitment. Moreover, there can be a number of factors that may affect job satisfaction among employees. A lot of studies have been conducted to identify these factors. The study conducted by **Depedri, Tortia and Capita (2010)** contributes to the understanding of relation between incentives, job satisfaction and job performance. Data was collected from 4134 employees working in 320 Italian Social Co-operatives. The results indicated that workers' well-being is highly influenced by employee's as well as employer's

efforts. The most relevant factor influencing satisfaction includes non-monetary incentives like independence in decision making. At the same time monetary incentives and wages also show linkage with intrinsic component of satisfaction. It was indeed important to understand whether these hotel employees were actually satisfied with their respective jobs or were forced by circumstances to stay in the profession. The study determined how job factors such as pay, working conditions, relationship with superiors, HR policies and the work itself affected the job satisfaction. It were discovered out of the study that a lot of hotel workers were satisfied only at an average level with their jobs. **Saleem, Majeed, Aziz and Usman (2013)** again conducted a study to examine the factors affecting job satisfaction. Data through questionnaires were collected from 186 employees of banks in Bhawalpur randomly. The results revealed that factors such as personality, job stress and communication have low impact on job satisfaction whereas factors such as recruitment and selection procedure, organizational policies and strategies, nature of work, have significant impact on job satisfaction. A specific gender based study was conducted by **Chen and Ying (2012)** who identified the factors that had a direct impact on job satisfaction of female mangers in lodging industry from the viewpoint of career capital. Case study and in-depth interviews were adopted in our study. Subjects in this case study were experienced managers working in well-known hotels in Taiwan. The analysis result shows that female workers' career in lodging industry is mainly affected by personal factors such as personality, physical traits, capability and family. It could also be affected by social factors such as organization culture (organization structure, welfare policy), and social culture (stereotype).

The next part of the review deals with the different levels of job satisfaction among employees. **Gupta and Pannu (2013)** analyzed the level of job satisfaction among the public and private sector employees. Data was collected from 50 employees (age group of 30 to 50 years) through questionnaires. The study concluded that employee of public sector were more satisfied as compared to private sector, in terms of salary, organizational culture, time schedules, work load, job stress and job commitment. The study suggests optimum and equitable compensation plan. Modern techniques such as yoga and instrumental activities are also suggested to be incorporated in the organization. A similar kind of study was conducted in Bangladesh as well by **Azim,**

Haque and Chowdhary (2013) who attempted to examine the level of job satisfaction of employees in Bangladesh. It was checked here whether level of job satisfaction differs among male and female; also between married and unmarried employees. Data was collected from 224 respondents from 28 organizations in Bangladesh randomly. The study concluded that the employees irrespective of their gender and marital status are duly satisfied with their jobs and no statistically significant evidence was found which indicated difference in level of job satisfaction between different genders and marital status. **Karatepe (2006)** takes on work and family conflicts that tend to increase emotional exhaustion and lesser job satisfaction among the employees at frontline. Hence, it finally results in decision to quit the job. The findings of the study are in consonance with previous research works. There are some factors that may enhance job satisfaction. Many researches have been conducted in this area as well, based on the job satisfaction survey to understand relation between motivation and job satisfaction. As per **Ayub and Rafif (2011)** research, it was concluded that there exists a positive correlation between work motivation and job satisfaction. Also significant difference of opinion on work motivation among male and female employees was observed. It was also found that male employees usually get motivated by compensation and women by professional growth.

As discussed earlier that job satisfaction plays a key role in any organization, it affects the performance of the employees as well. **Sun and Shi (2009)** examined the relationship between job satisfaction and employee performance. The study did not find any strong correlation between employees' satisfaction and job performance; however, some relationship was reported.

Further review was undertaken on other related aspects of job satisfaction. These are dealt one by one. **Ebru, Aksarayali and Percin (2010)** identified the effect of job satisfaction on organizational commitment by the managers in hotels in Turkey. The researchers further examined if there is any relation between organizational commitment and job satisfaction. This study also established a positive relationship between the two variables. **Hodson (2012)** in his paper analyzed the gender differences for job satisfaction. Data was collected from 5573 full time workers. The

results revealed that women (having children under age of 6 years) do not like complex work and express a high level of job dissatisfaction. Women were found to be more satisfied if they were employed in family typed occupation. **Gyekye (2005)** investigated the relationship between job satisfaction and worker's perceptions towards workplace safety. Data was collected from 320 workers (65% males and 35% females) through questionnaires, working in a Ghanaian industry. The results proved that there is a positive association between job satisfaction and safety climate.

2.4 JOB STRESS

The third part of this chapter discusses about the studies on job stress. Initial studies have drilled into the understanding of job stress variables. This part of this chapter explains about various studies that explore levels of stress among employees. Specific studies are also presented concerning the demographics of employees that may influence stress among them. The studies presented also explain the factors leading to stress. Working hours and timing have also been given due importance in stress related studies. Studies are also presented to understand the relation of stress and its effect on employees' performance and productivity. **Ross (1995)** examined mood state stress responses in Australian hospitality employees. Here also job satisfaction showed a direct association with the 'prominent mood states of cheerfulness' and enthusiasm. On the other hand, lower job satisfaction was associated with miserableness. **Karen and Felicity (2005)** drew attention towards occupational stress among workers in the service and hospitality industries. The study further focuses on examining their perceptions of stress and their attitudes to manage the stress. It was also intended in the study to broaden the scope of analysis by investigating a range of employment factors, such as high workload, interpersonal relationship and other organizational factors, which may lead to occupational stress among employees. **Tsai, Cheng and Chang (2010)**, in their study, proposed an integrated model for employee empowerment, internal marketing, leadership and job stress. The findings indicated that the job satisfaction positively impacts employee commitment, however, no direct relation is found with job performance. This paper brought out the factors that influence job satisfaction, organizational commitment and job performance. Further, finding the levels of

stress, **Shankar and Keerthi (2010)** identified that the stress is caused due to constantly changing work place. The key findings of the study revealed that extra-organizational and group stress are mostly affected. It is suggested that the management can reduce the stress by conducting numerous programs like vocational tours, cultural programs, sports, classes for yoga and meditations, meeting, and counseling. Researchers were of the opinion that although understanding levels of stress is important, but amount of stress is equally important. **John and Kelly (2011)** undertook a study in this area only. He undertook a study on quantum of stress that hospitality leaders feel in routine. The study revealed that more than 50 percentage of hotel managers reported stress levels which probably cause stress-related illnesses. **Storm (2007)** investigated relationship between different levels of occupational stress and socio-demographic characteristics of employees. It was done by applying Karasek's Demand/ Control/ Support Model. The results showed that more than one third of respondents were under stress. Active jobs, bad health, dissatisfaction with work, lack of work experience, lack of support and low general demands were found to be the main determinants of work characteristics in perception of stress by employees. Further, **Osman (2011)** also developed and tested a model, which examined job stress among employees of frontline. The model specifically concluded that emotional exhaustion acts as a complete mediator of the effects of positive affectivity and intrinsic motivation on depression. The study also investigated the linkage of intrinsic motivation and positive affectivity on job stress. Job stress has also been studied by **Anbzhagan and Rajan (2013)** who have described the various problems of job stress among Pondicherry Hotel and restaurant professionals. For meeting the objective of the study, Occupational Stress Index (OSI) was applied. Major result of this study based on the respondents view that moderate Job Stress prevailing in this field. Studying specifically the hospitality industry, **Hsieh and Eggers (2010)** found that the hospitality industry offers services 24 x 7 to the customer. Lodging managers are supposed to work for long hours in a highly stressful environment. Thus, a successful career in hospitality industry leaves little scope for outside activities which more or less induces the managers to leave such positions or even the industry altogether. **Graham (2005)** studied that long term exposure of employees towards excessive working hours, night shifts & excessive workload increases their risk of mental and the physical

problems. **Naqvi, Khan, Kant and Khan (2013)** found that lack of monetary benefits contributed more towards job stress. The study recommended that the J&K Government needs to design employee oriented policies to enhance the productivity and to minimize the job stress. **Chiang, Birtch and Kwan (2010)** investigated the relationships among job stressors, coping resources, and job stress. Hierarchical regression showed main significant effects of job demands and job control and three-way (job demands \times job control \times work-life balance practices) interactions on job stress. The results further demonstrated that high job demands coupled with low job control and the availability of work-life balance practices resulted in a higher level of stress.

2.5 EMPLOYEE TURNOVER

The fourth and the last part of the study deals with studies undertaken on employee turnover. Focus had been on understanding what are the factors those influence employee turnover and how this turnover can affect the efficiency of the organization. Further, related aspects of turnover have been studied, followed by practices followed by organizations to reduce turnover and improve employee retention.

Deery (2008) presented an overview of the role of work life balance issues in the employee turnover related decisions. The study also provides a framework to develop strategies for mitigating employee turnover. **Chan, S., Chan, Y., Khoo, Loh and Wong (2011)** extends the literature further by examining the relationships between four variables i.e. compensation, career development, job security & workplace environment and employee loyalty. These are the factors that are supposed to reduce the rate of employee turnover. He submits that employee loyalty must be cultivated. **Ronan, Thomas, Fergal and Joe (2003)** take a leap ahead by developing a model that determines the reasons for turnover. The study did not correspond with the normative predictions found in the earlier hospitality literature. The study submitted that psychological, perceptual and affective variables are the variables that play a vital role in explaining turnover intentions. An important study conducted by **Kemal (2002)** specifically on general Managers (GMs) of hotel and holiday villages. The study was aimed at understanding their turnover and the

reasons for turnover. Respondents were presented with a survey instrument. It was found that GM's average tenure is 3.3 years. The main causes for their leaving the job were conflict and problems with manager or property owners, and GMs' personal career progressions.

Next comes the turn of understanding what the possible outcomes of high turnover among employees are. **Abdali (2011)** conducted a study in this area to understand the effect of employee turnover on sustainable growth of organization. The study consisted of 15 computer graphics companies of Pakistan and the total number of respondents from the 15 companies was 60. Through this survey results, significant difference between the strategies of younger and older employees was found. **Tariq, Ramzan and Riaz (2013)** has further added to it by conducting a study to ascertain the impact of employee turnover on the work performance. For the collection of data, questionnaires were distributed to 160 employees. The results indicated that employee turnover is inversely related to performance of the organization. Also similar impact was found with other variables as well, namely employee turnover, workload, work stress and salary. The next study that was conducted by **Samson, Ondigi and Peter (2012)** who added to the literature by investigating the internal and external reasons for employee turnover of Nairobi. The study revealed that imbalance between personal life and work was one of the major causes of resignation from the job (32 percent), and shortage of employees' participation in decision making (56 percent). The relevance of creating healthy work environment motivated the employees to ask for flexible working shifts. Poor compensation plans lead to dissatisfaction (60 percent). The study, thus, suggested that, the employers should provide better working condition and making congenial training policies that prepare employees for further job assignments. **Hannah (2012)** took steps in the same direction by conducting a study to understand the reasons that why the workers leave an organization. Data was collected from the random sample of 120 workers which consisted of both managerial and non-managerial staff. The study revealed that Employee Turnover is a common feature, spread throughout the year. It was also found that compensation is the most factors leading to labor turnover followed other factors under study. Trying to give solution to the problem of employee turnover, **Al Battat and Som (2013)** described that enhancing employment factors

to minimize the turnover crisis. The results showed that providing better work environment and higher wages, by analyzing the internal and external factors, could reduce the turnover crisis. **Vnouckova and Klupakova (2013)** get very specific by undertaking just one factor and study its impact on employee turnover, and the factor is 'Motivation'. They conducted a study to identify motivational techniques and their impact on employee turnover. Data collected from the sample of 100 employees who have already left their jobs. The results revealed that perceived imbalance between colleagues at the same hierarchical level is the major reason responsible for employee turnover. Employees also leave their jobs due to lack of ethical actions by the seniors, machinations with finance and unclear vision and future. The study suggests that clear communication and proper explanation of strategies will help in lowering of employee turnover in the organizations. Further, adding to the literature on employee turnover, **Mahdi, Zin, Nor, Sakat and Naim (2012)** undertook a study to establish the impact of job satisfaction on employee's turnover intentions. The data was collected from 32 executives and non-executives of a company in Malaysia, using a survey questionnaire. The study indicated that intrinsic and extrinsic satisfaction has inverse impact on employees' turnover intentions. However, intrinsic job satisfaction has comparatively stronger influence on employee turnover. Employee Turnover involves costs for any organization, be it any industry, and it is quite high in hospitality industry. **Davidson, Timo and Wang (2010)** has touched on this issue also and found that turnover leads to high costs of training, development and wastages by losing experienced and trained hands. Coping with such turnover is again very crucial. Managers play a great deal of role in managing turnover. **Essien, Olusegun and Mukalia (2013)** have conducted a study to find out comparative effects of managerial style and staff turnover. The data was collected from 454 respondents working in Nigerian banks. The study revealed that most of the staff leaves the organization due to superior's approach in dealing with them. In a similar study, **Bawa and Jantan (2004)** investigated the relation between HR practices and employee turnover in Malaysia. The data was collected from 129 managers working in four major oil palm producing states of Johor, Pahang, Perak and Sabah (Malaysia). The results indicated that staffing process and employee monitoring should be effective so that to mitigate involuntary employee

turnover. The paper concluded that availability of relevant jobs is most likely to explain the turnover process.

2.6 SUMMARY

With the help of extensive review of the existing literature it has been observed that a lot of research works have already been done on work life balance. It is found that there are various aspects those affect work life balance. In the past, research works have been conducted on one or the other HR practices under various companies, including hotels. However, it was felt none of the study covered about understanding the relationship among work life balance, job satisfaction, job stress and employee turnover in luxury segment hotels in hospitality industry. This was the gap which motivated to undertake the present study. The study was undertaken by adopting a certain methodologies and procedure, which are explained in the following chapter in detail.

CHAPTER – 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY

In general, research methodology deals with overall framework of the research to be conducted. It provides path and direction in which a researcher has to execute the work. The various aspects related to the methodology adopted in the current study are presented below.

3.2 NEED AND SIGNIFICANCE OF THE STUDY

It has been observed that the attrition rate of employees is high in luxury segment hotels (Ravikumar, 2011). The hospitality attrition rate rose to 72.1 percentage in 2015 (Ruggless, 2016). 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 northern region of India. 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.

3.3 PROBLEM DEFINITION

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 *association of work life balance with job satisfaction, job stress and employee turnover-A study of hospitality sector.*

3.4 RESEARCH OBJECTIVES OF THE STUDY

The following research objectives were set for this research study:

- To study the work life balance of the luxury hotel employees.
- To examine the various dimensions affecting the work life balance in the hospitality sector.
- To compare the work life balance of employees in the hospitality sector with respect to various demographic variables.
- To study the existing work life balance practices in the hotels.
- To study the role of work life balance in job satisfaction and job Stress.
- To study the role of work life balance on the intention to quit (termed as employee turnover) of the employee in the select organizations.
- To suggest policies and measures to improve work life balance in the hospitality industry.

3.5 RESEARCH HYPOTHESES OF THE STUDY

Hypotheses formulated for achieving the objectives of the present study were as follows:

H₀₁ : There is no significant difference in terms of Work Life Balance and its dimensions with respect to various demographic variables of the employees.

H₀₂ : There is no significant relationship between Work Life Balance and Job Satisfaction.

H₀₃ : There is no significant relationship between Work Life Balance and Job Stress.

H₀₄ : There is no significant relationship between Work Life Balance and Employee Turnover.

3.6 RESEARCH DESIGN

Research design is a blue print which specifies different methods and procedures for collecting and analyzing the required data and information. It outlines the way the study has to be conducted. It is an arrangement and collection of data, so that it can be properly and rightly analyzed so as to achieve the desired objectives of the study. It provides a framework within which the research work can be done in a smooth

manner. It helps in saving time and money. The method and procedure followed for conducting the study are outlined. This study is based on primary research data.

3.6.1 Sample Design for Primary Research

Sampling is a procedure that helps to draw a portion of units, those are representative of the whole population and help to make a conclusion for the whole population. The study is focused on all three levels i.e., frontline, middle and supervisory and senior level of employees in luxury segment hotels of northern region of India. The list of luxury hotels covered in the survey is presented in *Appendix-I*. The sample size of 500 was arrived with help of an online sample calculator that considers Confidence level, sampling error and population size (an estimated value). To achieve the desirable number of sample size for the present study, the values for these factors were considered as follows:

- Population of luxury hotel employees in the study area = 14,500 (approx.)
- Confidence level = 95%
- Error Margin = 4.3

The total population was estimated on the basis of total number of luxury segment hotels in the select region, average number of rooms per hotel and average number of employees per hotel room. It is estimated that there are around 40 such hotels and 60 rooms each with 6 employees per room, which gives an estimated population of 14,500 employees. (40 hotels X 60 Rooms X 6 employees per room=14,400, approximately rounding off to 14,500). The 6 employees per room is a standard format used in luxury hotel segment, which is an observed finding. Using the population, confidence level and margin of error level given above, the sample size was calculated as 500.

Sampling Technique: further to select 500 employees out of total population, convenience Sampling Technique was used. The 500 sample size was split into senior management, middle and supervisory and frontline employees.

3.6.2 Survey Questionnaire

As the study required primary data to be collected, help of questionnaire was taken. The survey questionnaire consists of four broader variables, work life balance (Dr.

Udai Pareek, 2010) (36 attributes), job satisfaction (Weiss et al., 1977) (20 attributes), job stress (Dr. Udai Pareek & Dr. Purohit Surabhi, 2010) (12 attributes), and employee turnover (6 attributes). The questions on employee turnover were self-constructed (by the researcher) based on the review of literature. The developed questionnaire was pre tested (pilot tested). Reliability test on the collected data was carried out using cronbach's alpha (reliability test). The cronbach's alpha value was at 0.93, hence concluded that the reliability is at high level.

For constructing the questionnaire for the study systematic process was used as explained below.

Stage 1: Rough draft of questionnaire

Stage 2: Pilot testing the questionnaire

Stage 3: Reliability analysis

Stage 4: Final questionnaire administration

Step 1: Initially a rough draft was prepared to take an overview of the data to be collected. Various aspects were taken into consideration for this rough draft after an extensive literature review. Utmost care and diligence were given while framing the questions. Also, following things were considered while constructing the questionnaire.

- Only those statements were included which were related to variables
- Double-barreled statements were avoided
- Conversational language was used and statements were kept simple
- Statements that may put burden on respondent's memory were avoided. No burdensome statements were asked
- Assumptive questions were also avoided
- The statements were kept as specific as possible, ambiguity was avoided
- Leading and loaded questions were also avoided

The prepared questionnaire has five sections in total. The first part of the questionnaire covered the profile of the target respondents. The second part of the questionnaire included statements related to work life balance variables. These statements helped to evaluate the level of work life balance among the employees.

The third part included questions related to job satisfaction, which helped to understand the level of satisfaction of the employees. The fourth and the fifth part included statements related to job stress and employee turnover respectively.

Step 2: Next step was to pre-test the draft questionnaire. Pretesting (Pilot testing) was done to know how well the questionnaire works. It helped in eliminating the possible problems that might come forward while getting the questionnaires filled. The questionnaire was pretested with 100 respondents.

Step 3: The reliability of the questionnaire was checked statistically by applying cronbach's alpha Test for reliability on the pilot study data. Any value above 0.70 is acceptable to decide upon the appropriateness of the questionnaire (Nunnally, 1978). cronbach's alpha was found to be very high with the value of 0.93 for all constructs.

Step 4: The questionnaire was finalized (*Appendix-II*) and then administered with the targeted sample. The questionnaires were filled through face to face data collection conducted with the survey respondents. The printed questionnaire was administered in person to the employees of luxury hotels across the study locations. The response rate was found very satisfactory. Out of the total sample size of 500 respondents, 495 filled-in questionnaires were found to be useful for further analysis. This high rate of response was achieved due to the fact that the data was collected by the researcher directly.

3.6.3 Variables Used & Definition

3.6.3.1 Work Life Balance: Attributes

Work life balance is measured by the scale invented by Dr. Udai Pareek (2010). Work life balance scale is meant to diagnose the level and areas of work life balance in an organization, as perceived by its employees. There are thirty six attributes. These thirty six attributes are answered (ratings) by the respondents on likert scale. The instrument is used to diagnose and develop interventions for improving work life balance. The following point scale definition is used to collect the data. These scales and attributes are already validated, hence used in the survey.

Scale Definition

0 if it is not true

1 if it is a little true

2 if it is somewhat

3 if it is fairly true

4 if it is definitely true

The original attributes as per Udai Pareek are given below:

- 1) I do not find it difficult to take leave at the time of social emergencies.
- 2) I do exercise to take care of my health.
- 3) I work for extra hours to get my work done.
- 4) I meet the expectations of my colleagues and workmates.
- 5) I comfortably fulfill the basic requirements of my family.
- 6) I feel pressure while working when given a deadline.
- 7) I do not find enough time to spend with my family and friends.
- 8) I get stuck in a meeting on the day of parent-teacher meeting in my child's school.
- 9) I meet prescribed deadlines and schedules, without affecting my home life.
- 10) I experience work pressure while doing a group task.
- 11) I do not have access to internet and telephone for my family emergencies.
- 12) I am left to a good energy level at the end of the day.
- 13) I am able to participate in community activities and attend to religious commitments.
- 14) I help my children in preparing for their exams.
- 15) I often take additional work to home.
- 16) I share work with my colleagues whenever needed.
- 17) I get opportunity to enjoy holidays with my family.
- 18) I cannot manage more than one project at a time.
- 19) I find difficult to attend and enjoy the parties.
- 20) I do not get time for my sick partner/child/parents.
- 21) I can adjust my working schedule to attend my life priorities.
- 22) I enjoy doing my job alone, rather than with my team.

- 23) I enjoy privileges I am offered by the organization.
- 24) I love to do the kind of work i do, without any stress.
- 25) I do not get time to invite my friends for a party at home.
- 26) I get time to attend to my financial obligations, like checking my bank account, insurance, income tax.
- 27) I am comfortable with the traveling time to the organization.
- 28) I prefer doing all assigned jobs in a team.
- 29) I have difficulty in getting the expenses reimbursed.
- 30) I am not clear about the objectives of my job.
- 31) I put in efforts for social advancement of poor and needy.
- 32) I am not able to attend to my household requirements.
- 33) I do not get compensation for my extra efforts in the organization.
- 34) I enjoy doing my job.
- 35) I do not do over-time to complete my work.
- 36) I have difficulties in meeting the expectations of my supervisor and seniors.

The statements numbers are summarized dimension wise:

Social needs	1, 7*, 13, 19*, 25*,31
Personal needs	2,8*,14,20*,26,32*
Time Management	3*, 9, 15*, 21, 27* and 33
Team work	4, 10*, 16, 22*, 28 and 34*
compensation and benefits	5, 11*, 17, 23, 29* and 35*
Work	6*, 12, 18*, 24, 30* and 36

Starred items (*) are reversed score (0 becomes 4, 4 becomes 0, 1 becomes 3, 3 becomes 1 and 2 remains 2) of the statement as per the validated tool.

3.6.3.1.1 Scoring norms for Work Life Balance

Work life balance scale helps to diagnose the levels and areas of WLB in an organization, as perceived by its employees. Work life balance can be measured at different levels, departments and sections in an organization. Work life balance instrument has total 36 statements which measure the personal needs, social needs, time management, team work, compensation and work. In the scoring of the work

life balance as there are total 6 factors which is majorly measure by 36 statements. In this the statement number 1, 7*, 13, 19*, 25*, and 31 measures the social needs. The statement number 2, 8*, 14, 20*, 26, 32* measures the personal needs. The statement number 3*, 9, 15*, 21, 27* and 33 measures the time management. The statement number 4, 10*, 16, 22*, 28 and 34* measures the team work. The statement number 5, 11*, 17, 23, 29* and 35* measure the compensation and benefits. The statement number 6*, 12, 18*, 24, 30* and 36 measures the work. The * symbol represents here the reverse score of the statement i.e. 0 becomes 4, 4 becomes 0, 1 becomes 3 and 3 becomes 1 and 2 remains 2. After shifting the scores on the scoring sheet add each row and after that multiply each total by 4.17. This score ranges from 0 to 100. In the last the total score that comes is work life balance index.

3.6.3.2 Job Satisfaction: Attributes

Job Satisfaction is measured using Minnesota approach (Weiss *et al.*, 1967). The list of job satisfaction related attributes under this approach is given below.

- 1) Being able to keep busy all the time.
- 2) The chance to work alone on the job.
- 3) The chance to do different things from time to time.
- 4) The chance to be "somebody" in the community.
- 5) The way my boss handles his/her workers.
- 6) The competence of my supervisor in making decisions.
- 7) Being able to do things that don't go against my conscience.
- 8) The way my job provides for steady employment.
- 9) The chance to do things for other peoples.
- 10) The chance to tell people what to do.
- 11) The chance to do something that makes use of my abilities.
- 12) The way company policies are put into practice.
- 13) The pay and the amount of work I do.
- 14) The chances for advancement on this job.
- 15) The freedom to use my own judgment.
- 16) The chance to try my own methods of doing the job.

- 17) The working conditions.
- 18) The way my co- workers get along with each other.
- 19) The praise I get for doing a good job.
- 20) The feeling of accomplishment I get from the job.

There are twenty attributes here and all are of positive direction. They are used as it is without any reversing.

Scale definition

- 1 if it is Not Satisfied*
- 2 if it is Only Slightly Satisfied*
- 3 if it is satisfied*
- 4 if it is very satisfied*
- 5 if it is Extremely Satisfied*

This scale has five points 1 to 5, while scales of other dimensions are of 0 to 4 points.

3.6.3.2.1 Scoring norms of Job Satisfaction

The job satisfaction questionnaire has given by the Minnesota approach (Weiss et al., 1967). The job satisfaction has been broadly divided into the three sub sections i.e. Extrinsic Job Satisfaction, Intrinsic Job Satisfaction and General management. In the General management there are all the 20 statements includes which measures the satisfaction level of the employees. As in the current study researcher measures the extrinsic and intrinsic job satisfaction. The statement number 5, 6, 12, 13, 14, 17, 18 and 19 measures the extrinsic job satisfaction and 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16 and 20 measures the intrinsic job satisfaction.

Extrinsic and Intrinsic Job statements:

Extrinsic job satisfaction	<ul style="list-style-type: none"> • The way my boss handles his/her workers. • The competence of my supervisor in making decisions. • The way company policies are put into practice.
----------------------------	---

Contd. ...

	<ul style="list-style-type: none"> • The pay and the amount of work I do. • The chances for advancement on this Job. • The working conditions. • The way my co- workers get along with each other. • The praise I get for doing a good job.
Intrinsic Job Satisfaction	<ul style="list-style-type: none"> • Being able to keep busy all the time. • The chance to work alone on the job. • The chance to do different things from time to time. • The chance to be “somebody” in the community. • Being able to do things that don’t go against my conscience. • The way my job provides for steady employment. • The chance to do things for other peoples. • The chance to tell people what to do. • The chance to do something that makes use of my abilities. • The freedom to use my own judgment. • The chance to try my own methods of doing the job. • The feeling of accomplishment I get from the job.

3.6.3.3 Job Stress: Attributes

Job Stress is measured using the approach of Dr. Udai Pareek & Purohit Surabhi, 2010. The list of job stress attributes under this approach is given below.

Job stress is measured using the following twelve attributes.

- 1) I am not able to do things for which I have a great liking.
- 2) My role in the family conflicts with my work role.
- 3) I feel duty bound as a student/employee/son/father.
- 4) I do not have enough knowledge/skill needed to do justice in my roles.
- 5) I am not able to use my strengths in the various things I do.

- 6) I do not get enough time for my roles are more family or friends because of my other responsibilities.
- 7) The obligations of my roles are more important to me than my own wishes.
- 8) I feel I am not doing justice to my family role.
- 9) What I do in various spheres conflicts with my values.
- 10) I have some other obligations which conflicts with my main work.
- 11) I am prepared to sacrifice my own values if they conflict with my duties in various roles.
- 12) I wish I could be better equipped to perform my roles more adequately.

Scale Definition

0 if you never or scarcely feel

1 if you occasionally (a few times) feel

2 if you sometimes feel

3 if you frequently feel

4 if you frequently or always feel

3.6.3.3.1 Scoring norms of Job Stress

Job stress scale gives a general index of an individual's role stress, focusing on his role space stresses. Job stress scale has total 12 statements on a five point scale which measures the self- role distance, inter-role distance, role boundedness and personal inadequacy. There are total 12 statements which are divided into 4 categories of job stress. The statement 1, 5 and 9 measures the Self-role distance. The statement 2, 6 and 10 measures the Inter-role distance. The statement 3, 7 and 11 measures the role boundedness and the statement 4, 8 and 12 measures the Personal inadequacy.

Self-role distance	<ul style="list-style-type: none"> • I am not able to do things for which I have a great liking. • I am not able to use my strengths in the various things I do • What I do in various spheres conflicts with my values
Inter-role distance	<ul style="list-style-type: none"> • My role in the family conflicts with my work role. • I do not get enough time for my roles are more family or friends because of my other responsibilities. • What I do in various spheres conflicts with my values.

Role boundedness	<ul style="list-style-type: none"> • I feel duty bound as a student/employee/son/father. • The obligations of my roles are more important to me than my own wishes. • I am prepared to sacrifice my own values if they conflict with my duties in various roles.
Personal inadequacy.	<ul style="list-style-type: none"> • I do not have enough knowledge/skill needed to do justice in my roles. • I feel I am not doing justice to my family role. • I wish I could be better equipped to perform my roles more adequately.

3.6.3.4 Employee Turnover: Attributes

Employee Turnover (intention to leave) is measured using following six attributes.

These attributes are self- constructed by the researcher.

- 1) I probably look for new job in the next year.
- 2) I would likely, actively look for a new job in the next year.
- 3) I often think about quitting.
- 4) I switch jobs because my colleagues do so.
- 5) I tend to change jobs for no apparent reasons.
- 6) To me, switching jobs is a kind of a fun.

Scale Definition

0 if it is not true

1 if it is a little true

2 if it is somewhat true

3 if it is fairly true

4 if it is definitely true.

3.6.4 Statistical Techniques Used

Different statistical techniques were used to analyze the data and the details are given below.

a) Data Reliability Test

Data reliability and validity checks were performed using cronbach's alpha test. The purpose of this test is to understand the data reliability. For this test, important key variables and the attribute variables have been considered. The scales were reversed in the negative statements.

b) Linear Regression Analysis

Regression analysis is the estimation of the linear relationship between a dependent variable and one or more independent variables. The regression results provide the strength of relationship and contribution weight of each independent variable. From here, the importance level of each variable is arrived.

c) ANOVA (One -Way Analysis of Variance)

ANOVA is used to compare three or more average values. The test is called an F-test. ANOVA calculates the ratio of the variation between groups to the variation within groups (the F ratio) and from here the interpretation is made. In order to attain the objectives, various statistical tools have been used.

To study the work life balance of the luxury hotel employees and its identified effect of these factors on the work life balance, descriptive statistics has been used. With the help of descriptive statistics, we are able to find out the major factors which contribute more to the work life balance. In order to compare the work life balance of the employees with respect to various demographic variables, one- way ANOVA has been used. To study the existing work life balance practices in the hotel and satisfaction of employees with these practices average ranking method has been used. To study the role of work life balance on job stress linear regression has been used. With the help of linear regression able to find out the how much independent variable is explained by the dependent variable. Similar regression analysis has been performed in order to assess the role of work life balance on decision to leave the organization i.e. employees turnover.

3.7 LIMITATIONS OF THE STUDY

Every research suffers from certain limitations and this study is no different. The limitations of the study were as follows:

- There may be perceptual differences in the opinion of the employees in other geographical regions of India, as the study was conducted in Northern India.
- 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.

3.8 SUMMARY

This chapter presents the methodology adopted to undertake this research study. The present study is based on the data collected from 495 respondents who are all employees of luxury hotels of northern region of India. The data collection was done using a structured questionnaire. The questionnaire covered specific questions on work life balance (Pareek & Purohit, 2010), job satisfaction (Weiss, 1967), job stress (Pareek & Purohit, 2010) and employee turnover (self-constructed). The questionnaire was pre-tested and used in the survey. The collected primary research data was analyzed by applying statistical tools like mean, standard deviation, regression and one- way ANOVA. The data analysis and findings are presented in the next chapter.

CHAPTER – 4
DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

This chapter presents the data analysis on the data collected from 495 respondents taken from front line employees to senior management personnel from 25 hotels from northern India. The data analysis includes respondents' profile, mean values of the attributes of study, namely work life balance, job satisfaction, job stress and employee turnover. The chapter also presents descriptive statistics, t test, regression analysis and ANOVA.

4.2 DEMOGRAPHICS PROFILE OF THE RESPONDENTS

Table 4.2.1 presents the data of demographic profile of the 495 respondents. The demographic profile includes annual income level, gender, department, job experience, level, age and marital status.

Table 4.2.1: Demographic Profile

		Mean	N	Std. Deviation
Annual Income Level	Upto Rs. 96000	47.60	121	7.08
	Rs. 96000-120000	53.94	177	11.78
	Rs. 120000 and above	52.03	197	9.68
Gender	Female	51.66	142	9.71
	Male	51.61	353	10.45
Department	House Keeping	52.29	124	11.15
	F&B	50.99	124	9.39
	Front Office	52.25	124	10.97
	Food Production	50.97	123	9.31
Job Experience	Upto 2 years	48.42	157	46.14
	2-4 years	52.82	260	67.18
	4-6 years	54.31	53	65.09
	6-8 years ¹	48.65	4	.00
	More than 8 years	54.61	21	49.84

Contd. ...

¹ The number of respondents in the experience category of 6-8 years is relatively small (number is only 4), hence this category has been merged with respondents having experience more than 8 years in further analysis.

		Mean	N	Std. Deviation
Level	Front line employees	51.79	256	62.56
	Middle and supervisory management	51.83	161	56.17
	Senior management	50.64	78	68.20
Age	Below 20 years	50.95	23	6.75
	20-25 years	49.63	301	9.14
	25-30 years	54.74	113	11.69
	30-35 years	56.22	36	10.74
	Above 35 years	56.10	22	11.71
Marital status	Married	56.24	129	11.89
	Unmarried	50.00	366	9.06
Education	High School	55.6000	6	6.85201
	UG	44.6009	23	2.52899
	PG	51.9222	466	10.38473

This part of the chapter presents the profile of respondent employees.

1) Annual Income level

There are three sub groups in the income levels. The annual income level group of Rs. 96000-120000 has the highest mean score of 53.94 as compared to up to Rs. 96000 group which has the lowest mean score of 47.60. This indicates that employees earning salary between Rs. 96000-120000 have a better WLB as compared to employees earning up to Rs. 96000. The employees earning annual income of Rs. 120000 and above have a mean score value of 52.03 which is lower than that of the annual income level of Rs. 96000-120000. Since there exist more than two groups of variables, one- way ANOVA has been applied (see Appendix III) and the results prove that there is significant relationship between an individual's overall work life balance and their annual income (p value <0.05), however there is no uniform direction of relationship.

2) Gender

Out of the 495 respondents, 142 are female and 353 are male. The mean score values for female respondents and male respondents are nearly identical. Since there exist only two groups of variables, independent t-test has been applied (see Appendix III) and the results prove that there is no significant difference between an individual's overall work life balance and their gender (p value >0.05).

3) Department

Respondents of this study primarily belonged to four operational departments of the hotel i.e. Housekeeping, Food and Beverage service, Front office and Food Production. The personnel working in Housekeeping and Front office departments have nearly similar mean score indicating same level of WLB. Likewise, personnel in Food production and Food and Beverage departments have similar level of WLB score. The score of WLB is relatively higher in case of Housekeeping and Front office personnel as compared to the other two departments of study. However, the difference is relatively on a lower side and is not statistically significant as established from the result of one -way ANOVA with p value more than 0.05. This can be attributed to the fact that overall human resource policies of the hotel have a similar kind of effect on the employees WLB, across the four departments under study.

4) Job Experience

For the purpose of comparing WLB and job experience, five subgroups of employee job experience were considered. There were only four respondents in the job experience category of 6-10 years, hence this sub group has been ignored and one-way ANOVA has been applied. As a result of one -way ANOVA (p value < 0.05) there is a positive significant relationship between overall work life balance and number of years of job experience of an employee. It means that as the job experience of person increases, so does the level of work life balance. The employees having more than 10 years of experience have the highest mean score of 54.61 as compared to the subgroup of up to 2 years' experience, which has the lowest mean score of 48.42. It establishes that respondents having experience up to

2 years have higher aspirations that lead to lower WLB, as compared to the respondents having more than 10 years who are well established in their profession and thus have better WLB.

5) Level of Employment

The respondents were categorized into three cadres of low, middle and high level jobs based upon their designations. The mean score of overall work life balance for front line, middle and supervisory management and management cadre are recorded as 51.79, 51.83 and 50.64 respectively. Considering the mean scores across three cadres of employees, one -way ANOVA has been applied and as a result (p value > 0.05), it is found to have no significant difference in overall work life balance score with respect to their level of employment. Although the mean score is slightly lower for management cadre as compared to other two categories. This can probably be attributed to higher responsibilities expected of the management cadre.

6) Age

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.

7) Education

There are three subgroups in the education level of respondents. That is up to high school, college and graduate or professional school. The 466 respondents fall in the category of graduates in professional school, 23 in college and 6 up to high school.

Based solely upon the results of one- way ANOVA (p value <0.05), it implies that the employees who have education up to high school have the highest satisfaction across all the dimensions of WLB, which is also significantly higher than other two categories. This can be attributed to the currently low aspiration levels of this category as compared to the others.

8) Marital status

Out of 495 respondents, 129 were married and 366 were unmarried. The mean score value of married respondents was 56.24 which was higher as compared to that of unmarried respondents with a mean score value of 50.00. Considering the results of independent sample t-test, both the groups are found to record significantly different level of overall work life balance (p value<0.05). After analyzing the p value, it is statistically proven that the married employees have a better WLB as compared to unmarried respondents as marriage can probably be considered to bring stability in the life while the younger employees have higher career aspirations making them less stable.

4.3 EXAMINATION OF THE DIMENSIONS CONTRIBUTING TO WORK-LIFE BALANCE OF EMPLOYEES

The total WLB score is formed of six components: social needs, personal needs, time management, team work, compensation and benefits and work.

4.3.1 Dimensions of Work Life Balance

To examine the components of work life balance of the employees, descriptive statistics was applied on all the dimensions of the work life balance. Table 4.3.1.1 presents the dimensions of work life balance with mean scores.

Team work as a dimension contributes the most to effective WLB as per the respondents, which is closely followed by compensation and benefits, work and time management in that order. As per the respondents, personal and social needs dimensions were contributing the least to work life balance.

Table 4.3.1.1: Dimensions of Work Life Balance

	N	Mean	Std. Deviation
Social Needs	495	48.83	15.9
Personal Needs	495	54.34	16.88
Time Management	495	55.25	12.17
Team Work	495	56.91	13.22
Compensation and Benefits	495	55.90	14.47
Work	495	55.86	17.05
Overall WLB	495	54.51	14.95

An earlier work on WLB by Peshave (2014) 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 (Mohanty & Mohanty 2014).

4.3.2 Demographic Analysis for each Dimension of WLB

Each of the six dimensions of the WLB has been further analyzed based upon the demographic variables.

Table 4.3.2.1 depicts the relationship between different dimensions of WLB and the three income levels under study. The respondents belonging to the income category I1 perceive that work, compensation and benefits, time management and teamwork contribute the most to WLB. This income group assigns moderate importance to personal needs and least importance to the dimension of social needs, as contributing to WLB. Similar to the I1 income group bracket, the respondents in the I2 income group too assigned more importance to the dimension of work, compensation and benefits, time management , teamwork and perceive that social needs dimension contribute the least to WLB. A similar trend also continues in the income group I3. Considering the viewpoint of respondents and ignoring the slight variations across dimensions, work is the most important dimension in income group

1 and 2 that contribute the most to WLB and teamwork is the most important for income group 3 which comprises of supervisor and above designations in the Hotels.

Table 4.3.2.1: Dimension of Income and WLB

Annual Income Level		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Upto 96,000 (I1)	Mean	36.80	42.32	51.83	50.69	51.93	52.00
	N	121	121	121	121	121	121
	Std. Deviation	10.78	13.01	10.64	11.77	13.04	13.43
96K-120K (I2)	Mean	44.10	47.14	58.07	57.90	58.12	58.26
	N	177	177	177	177	177	177
	Std. Deviation	16.61	15.09	13.59	11.78	14.58	18.53
120 K & above (I3)	Mean	40.62	44.43	54.82	59.84	56.34	56.09
	N	197	197	197	197	197	197
	Std. Deviation	13.64	15.93	11.13	14.06	14.78	17.28

Table 4.3.2.2 depicts the relationship between various dimensions of WLB and their relationship with gender. It is clear from the mean scores that males find teamwork and compensation and benefits and work itself to be the most important dimensions contributing to WLB. Social needs as per males contribute the least to WLB, meaning thereby that the respondents find relatively less time to fulfill their social needs. The female respondents assigned more weightage to dimensions of work, team work and time management as contributors to WLB. The dimension of social needs was contributing the least to the WLB, once again highlighting the fact that like their male counterparts, they too found relatively less time to fulfill their social needs like attending social emergencies, fulfilling family and social responsibilities. Both male and female respondents have reported, finding relatively less time to fulfill their personal needs like taking care of personal health, children and family needs.

Tables 4.3.2.2: Dimensions of WLB and Gender

Gender		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Female	Mean	39.99	44.13	56.47	56.65	55.53	57.20
	N	142	142	142	142	142	142
	Std. Deviation	14.51	15.41	11.97	13.22	12.86	16.71
Male	Mean	41.31	45.18	54.76	57.02	56.05	55.33
	N	353	353	353	353	353	353
	Std. Deviation	14.40	14.92	12.24	13.24	15.09	17.18

Table depicts 4.3.2.3 the relationship between different dimensions of WLB and employee Age. Predominantly teamwork and compensation have been reported to be contributing the most to WLB and their contribution to WLB is seen to increase with the age. The age group of 25-35 years appears to be relatively more satisfied with the contribution of time management to WLB, there by indicating that other groups are not able to manage their time as effectively. Employees in the 30-35 years age bracket have high satisfaction levels with teamwork, compensation and benefits and work dimensions of WLB. The age bracket of 25-30 years felt teamwork, compensation and benefits contribute the most to WLB. The age bracket of 20-25 years finds time management and teamwork to be the most contributing factor to the WLB. The age bracket of below 20 years find work, team work and time management to contribute the maximum to WLB. Across all age groups social needs relatively contributes the least to the WLB. In the age bracket of 20-25 years personal needs contribute the least to WLB.

Table 4.3.2.3: Dimensions of WLB and Age

Age		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Below 20 yrs	Mean	41.34	46.24	55.84	56.39	48.95	56.93
	N	23	23	23	23	23	23
	Std. Deviation	9.65	16.10	10.27	13.65	8.36	9.54
20-25 yrs	Mean	39.70	42.03	54.22	54.82	53.67	53.35
	N	301	301	301	301	301	301
	Std. Deviation	13.28	14.26	12.03	12.79	12.97	17.11
25-30 yrs	Mean	42.80	48.45	58.31	59.60	60.00	59.27
	N	113	113	113	113	113	113
	Std. Deviation	16.46	15.36	13.23	13.53	17.78	16.81
30-35 yrs	Mean	44.25	52.59	56.29	60.34	60.70	63.12
	N	36	36	36	36	36	36
	Std. Deviation	14.80	14.93	9.64	12.86	4.36	15.67
Above 35 yrs	Mean	42.27	51.56	51.37	66.72	64.82	59.89
	N	22	22	22	22	22	22
	Std. Deviation	20.32	13.77	11.82	10.30	9.17	19.50

Table 4.3.2.4 depicts the relationship between dimensions of WLB and marital status. It is evident from the mean scores that the married respondents have greater satisfaction across all dimensions of the WLB. Married respondents feel that dimensions of compensation and benefits, work, team work and time management help them some variations in relative importance compared to WLB of unmarried respondents, this group has significantly lower level of WLB in comparison to married employees. The findings are in consonance with the conclusion drawn with respect to the relationship of age with various dimensions of WLB. Age and marriage clearly appear to provide stability to the respondents and contribute to better WLB.

Table 4.3.2.4: Dimensions of WLB and Marital Status

Marital status		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Married	Mean	44.71	50.95	58.96	59.09	63.39	60.35
	N	129	129	129	129	129	129
	Std. Deviation	16.45	14.72	12.60	11.50	15.88	17.44
Unmarried	Mean	39.60	42.75	53.95	56.15	53.26	54.29
	N	366	366	366	366	366	366
	Std. Deviation	13.42	14.60	11.76	13.71	12.97	16.65

Table 4.3.2.5 depicts the relationship between various dimensions of WLB and Job experience. People with experience category of up to 2 years, 4-6 years and more than 6 years perceive teamwork to be relatively important dimension in maintaining work life balance. Respondents in the age category of 2-4 years find work as the prime dimension in deciding the work life balance and respondents in more than 6 years category find compensation and benefit dimension to be the most important for managing WLB. Respondents in all the age categories find social needs as the least important dimension in managing WLB. It is evident that job experience bracket of (4-6 yrs.) have better satisfaction with social needs as compared to job experience of more than 6 year, but the said bracket (more than 6 years.) have greater satisfaction with the time management and personal needs. It reflects respondent's priority is personal needs and time management in their life. The job experience bracket of (more than 6 yrs.) has greater satisfaction with team work, compensation and benefits and work itself. It establishes that respondents at higher level have higher stability, role clarity and are happy with compensation and benefits but have little time for prioritizing time management. The job experience of (up to 2 years) have lowest satisfaction with the dimensions of social needs, personal needs, time management and compensation and benefits as the possible reasons are they are entry level jobs and need maturity to handle personal needs, managing time and are unhappy with low salary packages.

Table 4.3.2.5: Dimensions of WLB and Job Experience

Job Experience		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Upto 2 years	Mean	39.12	40.32	51.47	57.10	51.53	50.96
	N	157	157	157	157	157	157
	Std. Deviation	11.048	15.10	12.74	12.29	12.71	16.22
2-4 years	Mean	42.16	46.35	57.37	55.76	57.22	58.04
	N	260	260	260	260	260	260
	Std. Deviation	16.07	15.15	11.96	14.05	14.94	17.26
4-6 years	Mean	43.90	49.72	57.12	59.00	59.72	56.41
	N	53	53	53	53	53	53
	Std. Deviation	14.20	13.30	10.33	10.95	15.27	16.27
More than 6 years	Mean	29.79	50.535	55.205	56.195	58.58	59.375
	N	25	25	25	25	25	25
	Std. Deviation	12.67	10.38	8.60	10.99	11.71	15.85

Table 4.3.2.6 depicts the relationship between various dimensions of WLB with departments. It is evident that the housekeeping department has better satisfaction with compensation and benefits, time management, social needs in that order. Front office department has greater satisfaction with team work, compensation and benefits, personal needs in that order. Food production department has the highest satisfaction with team work dimension due to the nature of work which, along with food and beverage service department, involves more team work. All departments have reported lowest satisfaction with personal and social needs, which have reported the least contribution to WLB.

Table 4.3.2.6: Dimensions of WLB and Department

Department		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
House Keeping	Mean	41.90	45.47	56.02	56.33	57.74	56.29
	N	124	124	124	124	124	124
	Std. Deviation	15.66	16.21	11.85	12.37	15.32	17.57
F & B Service	Mean	40.76	43.88	55.45	56.43	54.51	54.88
	N	124	124	124	124	124	124
	Std. Deviation	12.82	13.63	12.55	13.44	13.94	15.99
Front Office	Mean	41.39	45.50	54.61	58.18	56.40	57.40
	N	124	124	124	124	124	124
	Std. Deviation	15.52	17.28	11.28	13.64	15.04	18.04
Food Production	Mean	39.67	44.68	54.92	56.72	54.96	54.88
	N	123	123	123	123	123	123
	Std. Deviation	13.58	12.74	13.06	13.48	13.45	16.59

Table 4.3.2.7 depicts the relationship between dimensions of WLB and employee cadres. It is observed that team work, work, compensation and time management contribute relatively much higher to WLB with respect to employees at all levels. There are minor variations in relative importance of these four dimensions. Overall the WLB is seen to be improving as one moves from frontline staff to the senior management. However, in case of senior management respondents the contribution of social needs to WLB is the lowest of all the levels which can be explained by their higher accountability and involvement in ensuring results. Respondents in all the cadres believe social needs to be the weakest dimension in managing WLB.

Table 4.3.2.7: Dimensions of WLB and Level of Employees

Level		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
Front line	Mean	42.89	45.46	56.06	55.87	55.49	54.97
	N	256	256	256	256	256	256
	Std. Deviation	14.13	15.14	11.90	13.21	13.82	16.03
Middle and supervisory management	Mean	39.62	45.22	55.30	57.81	56.36	56.69
	N	161	161	161	161	161	161
	Std. Deviation	13.88	14.88	11.45	13.07	14.57	17.14
Senior management	Mean	37.20	42.29	52.50	58.49	56.29	57.09
	N	78	78	78	78	78	78
	Std. Deviation	15.62	15.02	14.13	13.42	16.39	19.91

Table 4.3.2.8 depicts the relationship between education and WLB. Based on the mean score the employees who have education up to high school have the highest satisfaction across all the dimensions of WLB, this can be attributed to the low aspirations of the employees in this category. The employees who possess degree till college level, normal graduation and not hotel management have low mean score across all dimensions of WLB, this category seems to be misfit in the hotels. The professionally qualified graduates from hotel management schools have low mean score on time management, team work, compensation and benefits and work as compared to the first category, this is be due to the responsibilities, they are more accountable which makes them more committed and hence the frequency of compromises they have to make with respect to their social needs is more. Thus, it can be said that there exists great opportunity for hotels to improve the education and skills of the employees who have education till high school.

Table 4.3.2.8 : Dimensions of WLB and Education Level

Education		Social Needs	Personal Needs	Time Management	Team Work	Compensation and Benefits	Work
High School	Mean	58.38	33.36	58.38	68.80	58.38	56.2950
	N	6	6	6	6	6	6
	Std. Deviation	.00	4.57	.00	15.99	4.57	15.98802
College	Mean	29.91	38.98	47.86	54.39	49.13	47.32
	N	23	23	23	23	23	23
	Std. Deviation	4.65	5.98	11.58	9.70	8.97511	11.43
Graduate or Professional School	Mean	41.25	45.32	55.58	56.88	56.20	56.29
	N	466	466	466	466	466	466
	Std. Deviation	14.50	15.34	12.18	13.28	14.69	17.21
Total	Mean	40.93	44.88	55.25	56.91	55.90	55.87
	N	495	495	495	495	495	495
	Std. Deviation	14.43	15.05	12.18	13.22	14.47	17.04

Hypothesis testing for all dimensions of WLB

In order to compare the mean score of each dimension with the population mean score (industry average), an extensive review of literature has been performed and a value of 63 out of 100 (Bharti & Warriar, 2015) has been considered as a population mean for WLB.

H₀ : The mean score of each dimension of WLB is same as the population mean score.

H₁ : The mean score of each dimension of WLB is significantly different from the population mean score.

One sample t-test has been applied and the test results exhibits (refer Table 4.3.2.9) that there exists a significant difference between the sample mean score of each dimension and the population mean score (p value<0.05). It is further stated that the mean score of each dimension of the sample is significantly less than the service industry (population) mean score (63).

Table 4.3.2.9 : One Sample Test -Dimensions of WLB

	Test Value = 63 (Service Industry population mean Score)					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Social Needs	-34.021	494	.000	-22.07	-23.34	-20.79
Personal needs	-26.775	494	.000	-18.12	-19.44	-16.79
Time management	-14.151	494	.000	-7.75	-8.82	-6.67
Team work	-10.240	494	.000	-6.08	-7.25	-4.92
Compensation and benefits	-10.909	494	.000	-7.09	-8.37	-5.82
Work	-9.306	494	.000	.13	-8.64	-5.62

4.4 DIMENSIONS OF WORK LIFE BALANCE OF EMPLOYEE'S WITH RESPECT TO VARIOUS DEPARTMENTS

The Work Life Balance has six dimensions as mentioned earlier. The descriptive statistics and ANOVA is applied to analyze the mean score for each dimension in four different departments namely, housekeeping, front office, food & beverage Service and food production.

Assumptions: The following assumptions are met while deciding on the application of ANOVA.

- The dependent variable was measured in the interval scale.
- The independent variable i.e. departments consisted of four categorical or independent groups.

- There was independence of observations, which means that there is no relationship between the observations in each group or between the groups themselves.
- There were no significant outliers

a) Social Needs

By employing ANOVA we are examining whether the social needs of employees of different departments of the hotel are same.

To examine the social needs, the result is based on the following null hypotheses expressed as

H_0 : There is no significant difference in social needs among the employees of all the departments.

H_1 : There is significant difference in social needs among the employees of all the departments

The data analysis was done through the descriptive analysis to assess the mean values of social needs of the employees of the four departments of the hotel namely housekeeping, front office, food and beverage service, food production as well as ANOVA statistics. The results of descriptive statistics is shown below:

Table 4.4.1 : Department and Social Needs

Social Needs								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	41.90	15.66	1.40	39.11	44.68	12.51	83.40
F&B service	124	40.75	12.81	1.15	38.48	43.03	8.34	75.06
Front Office	124	41.39	15.52	1.39	38.63	44.15	12.51	83.40
Food Production	123	39.66	13.58	1.22	37.24	42.09	8.34	75.06
Total	495	40.93	14.43	.65	39.65	42.20	8.34	83.40

Table 4.4.1, it can be observed that the employees of housekeeping are much more satisfied with the social needs dimension of work life balance as compared to the employees of food production as they have highest mean value (41.90), the employees of front office have a second highest mean score of (41.39) and the employees of food and beverage services have a third highest mean score of (40.75) and the lowest mean is of the employees of department of food Production at (39.66) The results of ANOVA statistics is shown below.

Table 4.4.2 : ANOVA Departments and Social Needs

Social Needs					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	344.38	3	114.79	.550	.649
Within Groups	102533.05	491	208.82		
Total	102877.44	494			

Table 4.4.2 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 $(n-1) = 4-1=3$. 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 ($F(3,491) = 0.550, p = .649$). The possible reason for the similar level of satisfaction of social needs appears to be that the work of employees in all departments of the hotels is interdependent and all departments have to be present to serve the guests. Consequently, all employees face the same pressures and constraints while meeting their social needs. Further, the HR policies are uniformly applicable to employees of all departments; hence, the scope for variation in satisfaction of social needs is negligible

b) Personal Needs

By employing ANOVA we are examining whether the personal needs of employees of different departments of the hotel are same. To examine the personal needs, the result is based on the following null hypotheses expressed as:

H_0 : There is no significant difference in personal needs among the employees of all the departments.

H_1 : There is significant difference in personal needs among the employees of all the departments

The data analysis was done through the descriptive analysis to assess the mean values of personal needs of the employees of the four departments of the hotel namely housekeeping, front office food and beverage services, food production as well as ANOVA statistics. The results of descriptive statistics are shown below:

Table 4.4.3 : Departments and Personal Needs

Personal Needs								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	45.47	16.21	1.46	42.58	48.35	4.17	83.40
F&B service	124	43.89	13.63	1.22	41.46	46.31	8.34	75.06
Front Office	124	45.50	17.27	1.55	42.42	48.57	4.17	83.40
Food Production	123	44.68	12.74	1.149	42.40	46.95	8.34	75.06
Total	495	44.88	15.05	.68	43.55	46.21	4.17	83.40

Table 4.4.3 it can be observed that the employees of front office are much more satisfied with the personal needs dimension of work life balance as compared to the employees of food & beverage services as they have highest mean value (45.50), the employees of department of housekeeping have a second highest mean score of

(45.47) and the employees of department of food production have a third highest mean score of (44.68) and the lowest mean is of the employees of department of food and beverage service at (43.88). The results of ANOVA statistics is shown below:

Table 4.4.4 : ANOVA Departments and Personal Needs

Personal Needs					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	217.61	3	72.53	.31	.81
Within Groups	111720.74	491	227.53		
Total	111938.35	494			

There was no statistically significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 0.31$, $p = .81$). The possible reason for the similar level of satisfaction of personal needs appears to be that the work of employees in all departments of the hotels is quite similar (customer oriented) and all departments have to be present to serve the guests. Consequently, all employees face the same pressures and constraints while meeting their personal needs. Further, the HR policies are uniformly applicable to employees of all departments; hence, the scope for variation in satisfaction of personal needs is negligible

c) Time Management

Similarly by employing ANOVA we are examining whether the employees of different departments are equally able to manage their time effectively. To examine the time management the result is based on the following null hypotheses expressed as:

H_0 : There is no significant difference in the time management demand among the employees of all the departments.

H_1 : There is significant difference in the time management demands among the employees of all the departments

The data analysis was done through the descriptive analysis to assess the mean values of time management of the employees of the four departments of the hotel namely housekeeping, front office, food and beverage services, food production as well as ANOVA statistics. The results of descriptive statistics are shown below:

Table 4.4.5 : Departments and Time Management

Time Management								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	56.02	11.84	1.06	53.92	58.13	29.19	79.23
F&B Service	124	55.45	12.55	1.12	53.22	57.68	8.34	87.57
Front Office	124	54.61	11.28	1.01	52.60	56.61	29.19	79.23
Food Production	123	54.92	13.06	1.17	52.59	57.25	8.34	87.57
Total	495	55.25	12.17	.54	54.18	56.33	8.34	87.57

Table 4.4.5 it can be observed that the employees of housekeeping are much more satisfied with the time management dimension of work life balance as compared to the employees of front office as they have highest mean value (56.02), the employees of department of front office have a lowest mean score of (54.61) and the employees of department of food and beverage services have a second highest mean score of (55.45) and the third highest mean is of the employees of department of food production at (54.92). The results of ANOVA statistics is shown below:

Table 4.4.6 : ANOVA Departments and Time Management

Time Management					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	143.29	3	47.76	.32	.81
Within Groups	73115.05	491	148.91		
Total	73258.34	494			

There was no statistically significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 0.32$, $p = .81$). The possible reason for the similar level of satisfaction of time management appears to be that the work of employees in all departments of the hotels is symbiotic and all departments have to be present to serve the guests. Consequently, all employees face the same pressures and constraints while meeting their time management. Further, the HR policies are uniformly applicable to employees of all departments, hence, the scope for variation in satisfaction of time management is negligible

d) Team Work

Similarly by employing ANOVA we are examining whether the employees of different departments are equally able to work in Team. To examine the team work, the result is based on the following null hypotheses expressed as:

- H_0 : There is no significant difference in team work among the employees of all the departments.
- H_1 : There is significant difference in the team work among the employees of all the departments.

The data analysis was done through the descriptive analysis to assess the mean values of team work management of the employees of the four departments of the hotel namely housekeeping, front office food and beverage service, food production as well as ANOVA statistics. The results of descriptive statistics are shown below:

Table 4.4.7: Departments and Team Work

Team Work								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	56.33	12.37	1.11	54.12	58.52	20.85	87.57
F&B Service	124	56.43	13.44	1.20	54.04	58.81	20.85	83.40
Front Office	124	58.18	13.64	1.22	55.75	60.60	20.85	87.57
Food Production	123	56.72	13.48	1.21	54.31	59.12	29.19	83.40
Total	495	56.91	13.22	.59	55.74	58.08	20.85	87.57

Table 4.4.7 it can be observed that the employees of front office are much more satisfied with the team work dimension of work life balance as compared to the employees of housekeeping as they have highest mean value (58.18), the employees of department of housekeeping have a lowest mean score of (56.33) and the employees of department of food production have a second highest mean score of (56.72) and the third highest mean is of the employees of department of food & beverage service (56.43). The results of ANOVA statistics is shown below:

Table 4.4.8: ANOVA Departments and Team work

Team Work					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	274.46	3	91.49	.52	.67
Within Groups	86093.35	491	175.34		
Total	86367.82	494			

There was no statistically significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 0.52$, $p = .67$). The possible reason for the similar level of satisfaction of team work appears to be that the work of employees in all departments of the hotels is

supportive and all departments have to be present to serve the guests. Consequently, all employees face the same pressures and constraints while meeting their team work. Further, the HR policies are uniformly applicable to employees of all departments, hence, the scope for variation in satisfaction of time work is negligible

e) Compensation and Benefits

Similarly by employing ANOVA we are examining whether the employees of different departments are equally satisfied with the compensation and benefits. To examine the whether the satisfaction remains same for compensation and benefits among various departments, the hypotheses are expressed as:

H_0 : All the department employees are equally satisfied with the compensation and benefits.

H_1 : All the department employees are not equally satisfied with the compensation and benefits.

The data analysis was done through the descriptive analysis to assess the mean values of compensation and Benefits of the employees of the four departments of the hotel namely housekeeping, front office, food and beverage service, food production as well as ANOVA statistics. The result of descriptive statistics is shown below:

Table 4.4.9: Departments and Compensation and Benefits

Compensation and Benefits								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	57.74	15.31	1.37	55.01	60.46	29.19	91.74
F&B Service	124	54.51	13.94	1.25	52.03	56.99	25.02	91.74
Front Office	124	56.39	15.04	1.35	53.72	59.07	29.19	91.74
Food Production	123	54.95	13.44	1.21	52.55	57.35	25.02	91.74
Total	495	55.90	14.47	.65	54.62	57.18	25.02	91.74

Table 4.4.9 it can be observed that the employees of housekeeping are much more satisfied with the compensation and benefits dimension of work life balance as compared to the employees of food & beverage service as they have highest mean value (57.74), the employees of department of food & beverage service have a lowest mean score of (54.51) and the employees of department of front office have a second highest mean score of (56.39) and the third highest mean is of the employees of department of food production (54.95). The results of ANOVA statistics is shown below:

Table 4.4.10 : ANOVA Departments and Compensation and Benefits

Compensation and Benefits					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	799.09	3	266.36	1.274	.28
Within Groups	102688.89	491	209.14		
Total	103487.98	494			

There was no significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 1.274, p = .28$). The possible reason for the no significant difference in level of satisfaction of compensation and benefits among the four departments can be attributed to the aspirations of employees in different departments are relatively same.

f) Work

Similarly by employing ANOVA we are examining whether the employees of different departments are equally satisfied with the work. To examine whether the employees of different department are equally satisfied with their work, the following hypotheses is framed:

H_0 : All the department employees are equally satisfied with the work.

H_1 : All the department employees are not equally satisfied with work

The data analysis was done through the descriptive analysis to assess the mean values of work of the employees of the four departments of the hotel namely housekeeping, front office, food and beverage services, food Production as well as ANOVA statistics. The results of descriptive statistics are shown below:

Table 4.4.11: Departments and Work

Work								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
House Keeping	124	56.29	17.56	1.58	53.17	59.42	20.85	95.91
F&B Service	124	54.88	15.99	1.44	52.04	57.72	8.34	91.74
Front Office	124	57.40	18.04	1.62	54.20	60.61	20.85	95.91
Food Production	123	54.89	16.59	1.49	51.92	57.85	8.34	91.74
Total	495	55.87	17.04	.766	54.36	57.38	8.34	95.91

Table 4.4.11 it can be observed that the employees of front office are much more satisfied with the work dimension of work life balance as compared to the employees of food & beverage services as they have highest mean value (57.40), the employees of department of food production have a lowest mean score of (54.89) and the employees of department of housekeeping have a second highest mean score of (56.29) and the third highest mean is of the employees of department of food production (54.88) The results of ANOVA statistics is shown below:

Table 4.4.12 : ANOVA Departments and Work

Work					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	553.97	3	184.65	.63	.59
Within Groups	143019.18	491	291.28		
Total	143573.15	494			

There was no statistically significant difference between groups (i.e. employees across four departments) as determined by one-way ANOVA ($F(3,491) = 0.63$, $p = .59$). The possible reason for the similar level of satisfaction of work appears to be that the work of employees in all departments of the hotels is service oriented and all departments have to be present to serve the guests. Consequently, all employees face the same pressures and constraints while meeting their work. Further, the HR policies are uniformly applicable to employees of all departments; hence, the scope for variation in satisfaction with work is negligible.

Work Life Balance of Employees with respect to level of employees in the organization

As discussed previously that the three levels of employees have been studied, so a further analysis has been made in order to compare the dimensions of WLB with respect to the level of employees.

H_0 : All the level of employees are equally satisfied with the all dimensions of WLB.

H_1 : All the level of employees are not equally satisfied with the all dimensions of WLB.

The descriptive statistics and ANOVA is applied to analyze the mean score for each dimension in three levels namely low, middle and top level.

It is evident with reference to the table no. 4.4.13 that for the first dimension namely social needs there exists a significant difference between the levels of employees as the significance value is less than 0.05. For all others variables the significance value is more than 0.05, hence there exist no significant difference between the perceptions of employees regarding various dimensions of WLB with respect to the level of designation in the organization.

Table 4.4.13 : ANOVA Departments and Level of employees

Level of employees						
		Sum of Squares	df	Mean Square	F	Sig.
Social Needs	Between Groups	2335.33	2	1167.66	5.71	.00
	Within Groups	100542.10	492	204.35		
	Total	102877.44	494			
Personal Needs	Between Groups	629.82	2	314.91	1.39	.25
	Within Groups	111308.52	492	226.23		
	Total	111938.35	494			
Time Management	Between Groups	761.42	2	380.71	2.58	.078
	Within Groups	72496.92	492	147.35		
	Total	73258.34	494			
Team Work	Between Groups	600.51	2	300.25	1.72	.18
	Within Groups	85767.30	492	174.32		
	Total	86367.82	494			
Compensation and Benefits	Between Groups	87.80	2	43.90	.20	.81
	Within Groups	103400.17	492	210.16		
	Total	103487.98	494			
Work	Between Groups	432.17	2	216.09	.74	.47
	Within Groups	143140.97	492	290.93		
	Total	143573.15	494			

4.5 EXISTING WORK LIFE BALANCE PRACTICES AND EMPLOYEES SATISFACTION WITH EXISTING PRACTICES

The aim of this objective was to study the existing WLB practices in luxury hotel organization. The following objective has been done on the basis of existing literature relevant to hotel management, aiming to identifying best practices of WLB. The contemporary practices as identified from literature are flexible work arrangements, flexible locations, flexible leave arrangements, childcare arrangements and employee assistance programme. The details of the scheme are presented as follows:

a) Work Life Balance Practices

The most common WLB practices which have been found in the hotels covered by the study are explained below. An earlier study by Frone (2003) on WLB initiatives included flexible work arrangements (e.g. working from home, compressed work weeks and flexible working hours), leave arrangements (e.g. maternity leave, paternity leave, and leave to care for a sick dependent), dependent care assistance (on-site daycare, subsidized daycare, eldercare, and referral to child care), and general services (employee assistant programs, seminars and programs related to family needs).

(i) Flexible Work Arrangements-Roster /shifts

The flexible work arrangements refer to the option of choosing flexible working hours aiming to increase the working efficiency of employees along with maintaining family balance. The same concept can be adapted for the hotel employees. The staff –frontline, supervisors and managers work in shifts that is morning, evening, night and general shift. Managers /supervisors in the departments of the hotel are accommodative to the needs of the staff and rostering is done accordingly. It enables the employees to have greater flexibility in their attendance patterns. These kinds of arrangements are beneficial to the workers having family responsibility (one can pick his child from school or from bus stop), to individuals who want to indulge in professional development (taking up training courses in the evenings), and to those who want to participate in community service. According to the study by Watson Wyatt Worldwide (2000), these flexible arrangements result in increased profitability and productivity, due to short term abstentions are reduced because of greater control over schedules. Another study on workplace flexibility has been linked to positive outcomes for the employee and the organization. In a nationally representative study of employees from mid- to large-size companies, perceived flexibility and ability to manage the demands of work and personal life were strongly related to higher levels of employee engagement and expected retention (Richman, 2008)

(ii) Job Sharing

Job sharing has been defined as two employees splitting one job. Roughly one in four employers offer some form of job sharing (Sherwyn & Sturman, 2002). This

arrangement divides the responsibilities of a task between two people. In other words, employees carry out the tasks associated in a team. For job sharing to work successfully, the associates must be compatible and have good communication skills. The job sharing stress is on having two or more people operate as a team to achieve a set of common goals or responsibilities in work that is essentially indivisible. For example set up of a conference room by banquet staff, cleaning of guest room). Significance of this practice has been empirically tested also from the mean score of Team work (56.91) in this study.

(iii) On-site childcare

Onsite childcare facility is another one of the WLB practice provided at the place of work especially useful to the nursing mothers or those with young children, to keep regular contact with their children during the day. Previous studies found that Child day care benefits are becoming important in devising benefits as part of the compensation and benefits designed to reduce turnover. The importance of this practice seems to be relevant to maintaining WLB..

(iv) Maternity Leave

Another important practice under the WLB which is being followed is the extension of 26 weeks paid maternity leave to women employees. It is being implemented under the Maternity benefit Act, 1961 (revised). Under the Maternity benefit Act, 1961, the organization's need to extend 26 weeks paid maternity leave to women employees. It is a mandatory provision to be applied in all the cases whether you are working in government or private organizations. Since a large number of employees are women in hotels, this practice encourages women to remain in the work force.

(v) Motivational Practices

It has been found that certain motivational practices such as financial assistance-studies, Medical facility, extended weekly offs, voluntary yoga and meditation classes, family picnics and parties, meals on duty, performance bonus are being extended to employees. Smith and Gardener (2007) have identified total of sixteen initiatives relating to WLB offered by the organizations. Previous studies by Deery (2008), have recommended the above said practices in Australian context and they are being implemented by existing luxury hotels in India.

A mapping has been performed in order to align the existing work life balance practices with the major dimensions of work-life balance.

Table 4.5.1 : Dimensions of WLB and Practices

Dimensions of WLB	WLB Practices
Social Needs	<ul style="list-style-type: none"> • Family picnics and parties • Discounts on Food • Complimentary holiday Packages
Personal Needs	<ul style="list-style-type: none"> • On-site childcare • Maternity Leave • Medical facility, • Meals on duty • Yoga and meditation classes
Time Management	<ul style="list-style-type: none"> • Flexible Work Arrangements-Roster /shifts
Team Work	<ul style="list-style-type: none"> • Job Sharing
Compensation & Benefits	<ul style="list-style-type: none"> • On-site childcare • Maternity Leave • Financial assistance-studies • Medical facility, • Performance bonus
Work	<ul style="list-style-type: none"> • Effective Job design • Role clarity

Table 4.5.2 shows the WLB Practices undertaken by the hotel under study, it is evident that most of the hotels are providing WLB practices to their employees which give a cushioning impact. Most of the hotels under study fall in major hospitality groups operating in India like IHCL (The Taj group), EIH (The Oberoi hotels), ITC (The Maurya), IHHR (Ista hotel), Carlson (Radisson and Park Plaza), JW Marriott and Wyndham hotels. The IHCL and ITC have unique practices like offering on-site child care to ease the WLB of female employees. The Taj group offers a complimentary stay of ten days in any one of the properties of Taj group annually and job sharing for employees who are not permanent on the rolls of the company.

Table 4.5.2 : WLB Practices Undertaken by Hotel Groups under Study

Practices Dimensions	WLB Practices	EIHL –Oberoi & Trident group	IHCL-Taj Group	Carlson group- Radisson, Park Plaza	Wyndham Hotels	IHHR-Ista Hotels	JW Marriott	ITC-The Maurya
Social needs	Family picnics and parties	Y	Y	Y	Y	Y	Y	Y
	Discounts on Food	Y	Y	Y	Y	Y	Y	Y
	Complimentary / discounted holiday Packages	Y	Y	Y	Y	Y	Y	Y
Personal needs	On-site childcare	N	Y	N	N	N	N	Y
	Meals on duty	Y	Y	Y	Y	Y	Y	Y
	Yoga and meditation class	Y	Y	Y	Y	Y	Y	Y
Time management	Flexible Work Arrangements- Roster / shifts	Y	Y	Y	Y	Y	Y	Y
Team work	Job Sharing	N	Y	N	N	N	N	Y
Compensation & benefits	Financial assistance- studies	Y	Y	Y	Y	Y	Y	Y
	Medical facility	Y	Y	Y	Y	Y	Y	Y
	Performance bonus	Y	Y	Y	Y	Y	Y	Y
Work	Effective Job design	Y	Y	Y	Y	Y	Y	Y
	Role clarity	Y	Y	Y	Y	Y	Y	Y
Any other			Taj gives free 10 days stay in any property in the world annually				Medicclaim facility	

Y indicates yes and N indicates no.

4.6 CONCEPT OF JOB SATISFACTION, JOB STRESS AND EMPLOYEE TURNOVER

Before analyzing the cause and effect relationship between WLB and job satisfaction, job stress and Employee turnover, it is imperative to understand the conceptual frame work of all three dependent variables.

4.6.1 Job Satisfaction

Job Satisfaction is measured using Minnesota approach (Weiss et al., 1967). It has 20 attributes. The 20 attributes are sub grouped in intrinsic job satisfaction and extrinsic job satisfaction. The scale is from 1 to 5 as given below:

1 – If it is not satisfied, 2 – If it is only slightly satisfied, 3 – If is satisfied, 4 – If it is very satisfied, 5 – If it is extremely satisfied.

Table 4.6.1.1 : Dimensions of Job Satisfaction

	N	Mean	Std. Deviation
Intrinsic Job Satisfaction	495	2.37	.35821
Extrinsic Job Satisfaction	495	2.41	.35481

From the table 4.6.1.1 it is observed that the mean score of intrinsic job satisfaction is 2.37 and the mean score of the extrinsic job satisfaction is 2.41. It is clear that the employees who are working in the luxury hotels are more satisfied with their extrinsic job as compared to the intrinsic job satisfaction.

Statements under Intrinsic and Extrinsic Job Satisfaction:

Extrinsic job satisfaction	<ul style="list-style-type: none"> • The way my boss handles his/her workers. • The competence of my supervisor in making decisions. • The way company policies are put into practice. • The pay and the amount of work I do. • The chances for advancement on this Job. • The working conditions. • The way my co- workers get along with each other. • The praise I get for doing a good job.
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Contd. ...

Intrinsic Job Satisfaction	<ul style="list-style-type: none"> • Being able to keep busy all the time. • The chance to work alone on the job. • The chance to do different things from time to time. • The chance to be “somebody” in the community. • Being able to do things that don’t go against my conscience. • The way my job provides for steady employment. • The chance to do things for other peoples. • The chance to tell people what to do. • The chance to do something that makes use of my abilities. • The freedom to use my own judgment. • The chance to try my own methods of doing the job. • The feeling of accomplishment I get from the job.
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An earlier study done by Zopiatis, Constant & Theocharous (2014) corroborates the facets receiving the highest levels of satisfaction were activity, social service, security, and moral values. The facets receiving the lowest satisfaction scores were compensation, recognition, company policies and practices, and social status. They also found that job satisfaction did not vary significantly among the managerial categories or by gender, marital status, and ethnicity.

4.6.2 Job Stress: Variable and Dimensions

The Job Stress process is measured using the approach of Pareek & Purohit (2010). The Job Stress scale contains 3 items of each of the 4 role space stresses. The scale is as given below:

0 – if it is not true, 1 – if it is a little true, 2 – if it is somewhat, 3 – if it is fairly true, 4 – if it is definitely true. The ratings given to these items are added to give a score for that particular role stress, ranging from 0 to 12.

The below given table 4.4.3 represents the job stress and its dimensions. There are four dimensions of the job stress, self-role distance, inter role distance, role boundedness and personal inadequacy. The mean score of the self-role distance is 7.51. The mean score of the inter role distance is 7.31. The mean score of the role

boundedness is 7.09 and the mean score of the personal inadequacy is 7.29. From the table it is clear that on the self-role distance factor employees are more stressed as compared to the inter role distance, role boundedness and personal inadequacy. The employees who are working in the hospitality sector are less stressed on role boundedness.

Table 4.6.2.1 : Dimensions of Job stress

Job stress	N	Mean	Std. Deviation
Self-Role Distance	495	7.52	1.72
Inter Role Distance	495	7.31	1.72
Role Boundedness	495	7.09	1.76
Personal Inadequacy	495	7.29	1.73

4.6.3 Employee turnover

In order to study the concept of employee turnover, a primary data was sought from the respondents regarding their intention to leave the organization. Employee turnover hence has been measured using six attributes, self-constructed by the researcher. The scale is from 0 to 4. The scale is as given below:

0 – not true, 1 – little true, 2 – somewhat true, 3 – fairly true, 4 – Definitely true.

Table 4.6.3.1 represents the employee turnover of the employees who are working in the luxury hotels. The mean score of the employee turnover is 2.41. The mean is between interval scales of 2 to 3 which signifies that somewhat employees are looking for change. Employee turnover has no dimensions in the present study.

Table 4.6.3.1 : Employee Turnover

	N	Mean	Std. Deviation
Overall Employee Turnover	495	2.41	.43

4.6.4 To analyze the role of work life balance on job satisfaction

It is a known fact that improved job satisfaction levels will result in improved work life balance and vice versa. As indicated earlier, these attributes are rated in 5 point scale, 1 – if it is not satisfied, 2 – if it is only slightly satisfied, 3 – if it is satisfied,

4 – if it is very satisfied, 5 – if it is extremely satisfied. To examine the role of WLB on job satisfaction, simple regression has been done by considering WLB as an independent variable and job satisfaction as a dependent variable. We have also examined if there is any relationship between work life balance and job satisfaction. The hypotheses expressed as follows:

H₀ : There is no significant relationship between work life balance and job satisfaction

H₁ : There is a significant relationship between work life balance and job satisfaction

Table 4.6.4.1 : Model Summary - WLB and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.82	.68	.68	3.58
a. Predictors: (Constant), overall WLB				

The above table of model summary shows the linear regression analysis, taking the overall work life balance as independent variable and overall job satisfaction as dependent variable. The table summary shows signifies the goodness of fit. The value of R square stands for the coefficient of determination which determines the variation caused by independent variable in dependent variable. The model summary table shows R Square for this model is .68. This means that 68 percent of the variation in overall job stress (dependent variable) can be explained from the independent variables (overall work life balance). The table also shows the adjusted R Square for the model as .68. To determine if one independent variable is significant predictor of overall job satisfaction, study examines the ANOVA table.

Table 4.6.4.2 : ANOVA WLB and Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13544.42	1	13544.42	1055.62	.000
Residual	6325.54	493	12.83		
Total	19869.96	494			
a. Dependent Variable: Overall Job Satisfaction					
b. Predictors: (Constant), overall WLB					

The ANOVA table shows the F value for the regression model that indicates the statistical significance of the overall regression model. The larger the F ratio there will be more variance in dependent variable that is associated with the independent variable. The F ratio = 1055.62. The statistical significance is .000 ($r=.000$, $p<0.05$), which shows that model is not significant. So reject the null (H_0) hypothesis and accept the alternative hypothesis (H_1) that there is a relationship between work life balance and job satisfaction.

Table 4.6.4.3 : Coefficients WLB and Job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.31	.82		25.73	.00
Overall WLB	.51	.016	.82	32.49	.00
a. Dependent Variable: Overall Job Satisfaction					

Table 4.6.4.3 depicts that work life balance has relation to the job satisfaction and the relation is .51 percent. The work life balance and job satisfaction has good relation because in the model summary table, the value represents that independent variable explained the dependent variable. So it shows that the employees of the hotel industry are satisfied with their work life balance. Based on the above tests following results are concluded. Hence, the null hypothesis that there is no significant relationship between work life balance and job satisfaction is rejected, and it is proved that there exists a significant relationship between work life balance and job satisfaction. If work life balance is increased then it increases the job satisfaction to a great extent. Saltzstein, Ting, & Saltzstein (2001) in their studies, claimed that this is due to the impact of family-friendly policies on attitudes of employees.

4.6.5 To analyze the role of work life balance on job stress

Work life balance and job stress are closely related. However, an attempt is made to examine how they are connected and understand the role of work life balance on job

stress. In this research, the job stress levels are assessed through the 12 attributes related to job stress. The rating scale is as given below:

As indicated earlier, these attributes are rated on 5 point scale as: 0 – If you never or scarcely feel, 1 – If you occasionally (a few times) feel, 2 – If you sometimes feel, 3 – If you frequently feel, and 4-If you frequently or always feel. To examine the role of WLB on job stress, simple regression has been done by considering WLB as an independent variable and job stress as a dependent variable. We have also examined if there is any relationship between work life balance and Job stress. The hypotheses expressed is as follows:

H₀ : There is no significant relationship between work life balance and job stress.

H₁ : There is a significant relationship between work life balance and job Stress.

The results are presented as follows:

Table 4.6.5.1: Model summary- WLB and Job Stress

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.83	.70	.70	.22
a. Predictors: (Constant), Overall Work Life Balance				

Table 4.6.5.1 of model summary shows the linear regression analysis, taking the overall work life balance as independent variable and overall job stress as dependent variable. The table summary which shows signifies the goodness of fit. The value of R square stands for the coefficient of determination which determines the variation caused by independent variable in dependent variable. The model summary table shows R Square for this model is .70 this means that 70 percent of the variation in overall job stress (dependent variable) can be explained from the independent variable (overall work life balance). The table also shows the adjusted R Square for the model as .70. To determine if one independent variable is significant predictor of overall job stress, study examines the ANOVA table.

Table 4.6.5.2 : ANOVA WLB and Job Stress

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.17	1	57.17	1164.15	.00
	Residual	24.21	493	.049		
	Total	81.38	494			
a. Dependent Variable: Overall Job Stress						
b. Predictors: (Constant), Overall Work Life Balance						

The ANOVA table shows the F value for the regression model that indicates the statistical significance of the overall regression model. The larger the F ratio there will be more variance in dependent variable that is associated with the independent variable. The F ratio = 1164.152. The statistical significance is .000 ($r=.000$, $p<0.05$), which shows that model is significant. So reject the null (H_0) hypothesis and accept the alternative hypothesis (H_1) that there is a relationship between Work life balance and Job stress.

Table 4.6.5.3 : Coefficients WLB and Job stress

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.70	.052		13.71	.00
Overall Work Life Balance	.79	.023	.83	34.12	.00
a. Dependent Variable: Overall Job Stress					

Table 4.6.5.3 depicts that work life balance has relation to the job stress and the relation is .79 percent. The work life balance and job stress have good relation because in the model summary table, the value represents that independent variable explained more the dependent variable. Hence, the null hypothesis that, there is no significant relationship between work life balance and job stress is rejected, and it is proved that there exists a significant relationship between work life balance and job stress. If work life balance is increased then it increases the job stress to a great

extent. Chiang et al., (2010) recommended that high job demands coupled with low job control and the accessibility of work-life balance practices resulted in a higher level of stress. The findings of this study is, even when WLB is improving the job stress is still observed to be high. The only logic which can be stated to explain this phenomenon is that efforts have been made by the hotels to improve the WLB, yet, it is perhaps the excessive work load on employees in all departments which is contributing to high job stress.

4.6.6 To analyze the role of work life balance on employee turnover

Employees leave their job because of various reasons. The main reasons are low level of job satisfaction, low work life balance and high level of employee turnover related aspects. Though this is common understanding across the world, an attempt is made to examine to what extent the work life balance aspects impact the employee turnover in the luxury hotels. In this research, the employee turnover levels are assessed through the 6 attributes related to employee turnover. The rating scale is as given below:

0 – Not true, 1 – Little True, 2 – Somewhat True, 3 – Fairly True, 4 – Definitely True

Hypothesis definition:

H₀ : There is no significant relationship between work life balance and employee turnover.

H₁ : There is a significant relationship between work life balance and employee turnover.

Table 4.6.6.1 : Model Summary -WLB and Employee Turnover

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.84	.72	.721	.23
a. Predictors: (Constant), Overall Work Life Balance				

Table 4.6.6.1 of model Summary shows the linear regression analysis, taking the overall work life balance as independent variable and overall employee turnover as

dependent variable. The table summary signifies the goodness of fit. The value of R square stands for the coefficient of determination which determines the variation caused by independent variable in dependent variable. The model summary table shows R Square for this model is .72 this means that 72 percent of the variation in overall employee turnover (dependent variable) can be explained from the independent variables (overall work life balance). The table also shows the adjusted R Square for the model as .72. To determine if one independent variable is significant predictor of overall job satisfaction, the study examines the ANOVA table.

Table 4.6.6.2 : ANOVA WLB and Employee Turnover

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.37	1	68.37	1277.03	.00
	Residual	26.39	493	.05		
	Total	94.76	494			
a. Dependent Variable: Overall Employee Turnover						
b. Predictors: (Constant), Overall Work Life Balance						

Table 4.6.6.2 shows the F value for the regression model that indicates the statistical significance of the overall regression model. The larger the F ratio there will be more variance in dependent variable that is associated with the independent variable. The F ratio = 1277.03. The statistical significance is .000 ($r=.000$, $p<0.05$), which shows that model is significant. So reject the null (H_0) hypothesis and accept the alternative hypothesis (H_1) that there is a significant relationship between Work life balance and Employee Turnover.

Table 4.6.6.3 : Coefficients -WLB and employee turnover

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.52	.054		9.72	.00
	Overall Work Life Balance	.87	.024	.84	35.73	.00
a. Dependent Variable: Overall Employee Turnover						

Table 4.6.6.3 depicts that work life balance has relation to the employee turnover and the relation is .87 percent. The work life balance and employee turnover have good relation because in the model summary table, the value represents that independent variable explained more the dependent variable. Hence, the null hypothesis that there is no significant relationship between work life balance and employee turnover is rejected. It is proved that there exists a significant relationship between work life balance and employee turnover. If work life balance is increased then it reduces the employee turnover to some extent. Although organizations are implementing the WLB practices, the boom in the all segments of hotel industry with the opening of new hotels at an alarming rate has resulted in poaching the employees offering them better compensation and enriching work experiences.

4.7 TO SUGGEST POLICIES AND MEASURES TO IMPROVE WORK LIFE BALANCE

The following objective has been achieved by reviewing extent literature related to hospitality Industry. The contemporary literature has been studied aiming to identify policies and measures to improve WLB and consequences related to job satisfaction, job stress and employee turnover.

Policies for improving work life balance: The main aspect of our study was to analyze the WLB of luxury hotel employees. Pareeks (2010) WLB standardized questionnaire was applied. It diagnoses the level and areas of work life in an organization as perceived by employees. It was responded by the employees at various levels in the hotels in different departments. The standardized questionnaire measured WLB in the areas of social needs, personal needs, time management, team work, compensation and benefits and work itself. From the findings of the present research it has been revealed that the social needs of the employees has the lowest mean score value (48.83).

The work life balance index of the employees can be improved if we improve the social needs of the employees. Social needs have dimensions such as acceptance, appreciation, belonging and companionship. Essentially, social needs are met by forging relationships with other people (Maslow 1943) To improve social needs the human resource managers need to implement policies which reduce the number of

working hours, job pressures (Mohsin & Langer, 2015) and the organization culture of presenteeism. (Cullen & McLaughlin, 2006)

Policies for improving job satisfaction: The second aspect of our study was to measure job satisfaction of hotel employees. It is measured by applying Minnesota job satisfaction (short form) questionnaire of Weiss et al., (1967). The job satisfaction scale has two major dimensions intrinsic job satisfaction and extrinsic job satisfaction. The empirical research shows intrinsic job satisfaction has low mean score value (2.37). Job satisfaction index can be improved if we improve motivation factors, motivators are defined as intrinsic factors that satisfy people's psychological needs, such as security, personal interest, responsibility, achievement, advancement, and moral values (Herzberg, 2005). As suggested by the previous studies done by Chiang et al., (2005), Deci et al., (1989) and Hancer & George (2003), the remedial action suggested to human resource managers is to reexamine the structure of the job, more effective training to be imparted to enhance employees psychological empowerment, competence, confidence, meaningfulness, impact, attitude thus resulting in increasing the feelings of recognition of employees.

Policies for reducing Job Stress: The third aspect of our study is to measure job stress of hotel employees. It is measured by applying job stress scale of Pareek (2010). Job stress has four dimensions-self role distance, inter role distance, role boundedness and personal inadequacy. The empirical research shows high mean score for self-role distance (7.51). The self-role distance mean should be reduced to improve the employees wellbeing. As suggested by the previous studies done by Lewig & Dollard (2003) and Pestonjee (1992) self-role distance is mentioned as the discrepancy between the actual self and the self being enacted which gives rise to stress, which has been called self-role distance or emotional dissonance. It also represents the conflict between the expectations that one has from one's perceived true identity and the perceived expectations of others - management and customers. As suggested by the previous studies done by Anbazhagan and Rajan (2013), the job stress can be reduced by using the technique of counseling. Counseling is a process of listening to someone and giving that person professional advice about their problem by a professional counselor.

Policies for reducing employee turnover: The fourth dimension of our study is employee turnover. It is measured applying self-constructed questionnaire. The empirical research shows low mean score value (2.41) for employee turnover. The management should analyze the causes of turnover whether it is voluntary or there exists certain causes. The employee retention can be improved by improving work life balance policies and their implementation, increasing job satisfaction and reducing job stress. Previous studies of Collins (2007), Reynolds (2004) Dermody et al. (2004), Chiang et al. (2010), emphasis on the important role of HRM on appropriate recruitment, training and mentoring in this aspect.

CHAPTER – 5

SUMMARY, FINDINGS AND RECOMMENDATIONS

This chapter presents summary of the study along with the major findings and recommendations. The present study is aimed at investigating association of work life balance (WLB) with job satisfaction, job stress and employee turnover in the hospitality industry. The work culture has seen drastic changes in the recent years. The pressure of work has been intensifying at all levels of business organizations in recent decades. The evidence shows that while the average number of working hours has been steady for the past two decades, the proportion of those working for more than sixty hours has increased in the past few years. Also, employees have reported an increase in the intensity of work as well. This has created an imbalance between the work life and personal life, which has made it very challenging for employees to cope up with the work pressure. Family aspirations for improved quality of life too have generated another kind of pressure. This has given rise to the concept of work life balance. Work life balance can be termed as the effective management of work related responsibilities and home responsibilities. It is an issue that is relevant to both, the organization and to the employees. In the present economic scenario, organizations are expected to have higher productivity and will definitely require employees with improved work life balance who can thus be more engaged and turn out better productivity. An employee with better work life balance is expected to contribute more meaningfully towards the organizational goals while fulfilling his personal goals.

The international travel and tourism industry, of which hospitality sector is a part, is one of the largest global industries and a major engine of economic growth. At present, one in every eleven people worldwide are employed by the tourism sector, with the industry generating US\$ 7.2 trillion or 9.8% of the global GDP in 2015.

The literature review chapter deals with studies that relate to various aspects that concern work life balance, job satisfaction, job stress and employee turnover. This part of the study touches aspects like perception of employees towards WLB, impact of WLB on organizations, role of working hours and timing in maintaining WLB

and improving it and concludes with common practices followed for WLB. Most of the studies covered in the literature review relate to the hospitality sector though, some studies on various components of WLB, relate to industries other than hospitality.

As part of the research methodology standardized instruments were used to collect primary data to measure work life balance, job satisfaction, job stress and employee turnover. The survey questionnaire consists of four broader variables, work life balance (Dr. Udai Pareek, 2010) (36 attributes), job satisfaction (Weiss et al., 1977) (20 attributes), job stress (Dr Udai Pareek & Dr. Purohit Surabhi, 2010) (12 attributes), and employee turnover (6 attributes). The questions on employee turnover were self-constructed based on the review of literature. The data has been analyzed using descriptive statistics, linear regression, t test and ANOVA.

5.1 MAJOR FINDINGS RELATING TO WORK LIFE BALANCE

At the outset, it has been found that the overall mean score of work life balance has been recorded as 54.51 (refer to table 4.3.1) which is significantly lower than industry average as a score of 63, which has been considered as a benchmark for the existing study (Bharti and Warriar, 2015). The concept of work life balance comprises six dimensions which measure the overall work life balance, namely, social needs, personal needs, time management, team work, compensation and benefits and work. Team work as a dimension contributes the most to effective WLB as per the respondents, which is closely followed by compensation and benefits, work and time management in that order. As per the respondents, social and personal needs dimensions were contributing the least to work life balance.

In context to various departments, the overall work life balance appears comparatively better among housekeeping and front office employees, while food production and food & beverages employees have achieved moderate work life balance. However, statistical analysis reveals that the differences in work life balance among the four departments are statistically insignificant. An analysis of each dimension of WLB has been performed with some interesting findings as below:

- 1) **Social Needs:** 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:** personal needs includes 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. It is evident from the analysis of results that employees do not get sufficient time for fulfilling their personal needs and at times they have to forgo their shift on a particular day to plan for their personal needs.
- 3) **Time Management:** time management is the act or process of planning and exercising conscious control over the amount of times 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, which makes it evident that they find it difficult to manage not only the various demands of work in terms of meeting timelines, but also to balance their work demands and family requirements due to long hours spent at the job.
- 4) **Compensation and Benefits:** compensation and benefits refers to wages, salaries, tips and benefits like health care packages, life insurances, and paid time off. The mean score of compensation and benefits of employees of luxury hotels as established from the study is 55.90, which is little better. Employees at frontline positions are able to fulfill their basic financial requirements but are unable to fulfill the demands of a growing family. They do not seem to be very happy with compensation for their extra efforts and the employers of hotel industry need to look into this aspect, as the salaries in hotels are low compared to other industries, at frontline and middle management positions.

- 5) **Team Work:** teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. The mean score of team work of employees of luxury hotels as established from the study is 56.91, which indicates that the employees are reasonably good at team work and meet the expectations of their team members as well as of their supervisors even in the face of work pressure.
- 6) **Work:** work refers to amount of work, task diversity, effort required, stress generated and timelines assigned to the employees. The mean score of work of employees of luxury hotels as established from the study is 55.86. Employees in hotels generally enjoy and love doing their job but at times feel strained as they are unable to multitask. Employees at all levels are left with low energy level at the end of the day due to high work load and physically as well as emotionally exhausting nature of their jobs.

5.1.1 Opinion Differences: By Different Demographics on Work life balance

While analyzing the overall WLB with respect to demographic variables using t-test or ANOVA (see Annexure - III), it was found that:

- There is significant relationship between income and individual's WLB.
- There is an identical perception of WLB among the male and female employees.
- There is no significant relationship between WLB and the departments of the employees. It can be attributed to the fact that human resource policies of the hotel have a similar effect on the employees across all the departments.
- There is significant positive relationship between WLB and number of years of job experience of a person. As the job experience increases they become well established in their profession and thus have better WLB.
- There is no significant relationship between level of employment of employees and the WLB, which can be attributed to high work load and responsibilities at all levels of employment.
- There is a significant positive relationship between employee's age and WLB. As the age of employee increases the associated WLB score also improves.

- There is significant relationship between level of education and WLB. The employees who have education up to high school have comparatively better satisfaction across all the dimensions of WLB. This can be attributed to the moderate aspiration levels of this category of employees compared to employees who are professionally qualified.
- There is significant relationship between the marital status of employees and their WLB. The married employees have a better WLB as compared to unmarried employees which can be attributed to the fact that marriage seemingly brings a little stability in the life.

5.1.2 Work Life Balance Practices

Each respondent as well as HR representative of the organizations covered by the study indicated various WLB practices that are being used by their respective organizations in order to motivate, develop and retain their workforce. The most common WLB practices which have been found in the hotels include the following.

a) Motivational Practices

It has been found that certain motivational practices such as financial assistance for studies, medical facility, extended weekly offs, voluntary yoga and meditation classes, family picnics and parties, meals on duty, performance bonus are being extended to employees. The most common motivational practices found to be implemented in hotels are family picnics and parties, discounts on food, complimentary holiday packages, meals on duty, yoga and meditation classes.

b) Maternity Benefits for female employees

The practice of providing maternity leave to female staff is being followed by all the hotels under the study. It is in fact a statutory provision under which 26 weeks of paid maternity leaves is allowed to women employees. As a large number of employees are women in hotels, this practice encourages women to remain in the work force.

c) Flexible Work Arrangements-Roster /shifts.

All staff including frontline, supervisors and managers work in shifts and supervisors in the departments of the hotels are accommodative to the needs of the staff and rostering is done accordingly. It enables the employees to have some flexibility in their attendance patterns. These arrangements are much appreciated by employees and are helpful in promoting WLB.

d) Other benefits and Incentives

Most of the hotels are providing medical facility and group insurance to their employees. As in the case of JW Marriott, mediclaim insurance of rupees two lacs for self & family and rupees seventy five thousand for self is admissible. Personal accident insurance of rupees three lacs is also being extended. Most of the hotels under study are giving performance bonus and financial incentives to their employees.

5.2 RELATIONSHIP BETWEEN WORK LIFE BALANCE AND JOB SATISFACTION

It has been empirically proved in chapter four that there is a significant relationship between work life balance and job satisfaction. Improved work life balance results in improved job satisfaction.

Overall job satisfaction has two sub variables i.e. intrinsic job satisfaction and extrinsic job satisfaction. According to Herzberg, the extrinsic job satisfaction factors are the hygiene factors such as supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal life. They are not necessarily satisfying, but their absence could cause dissatisfaction. The mean score of respondents relating to extrinsic job satisfaction in the study is 2.41 on a scale of 5, which means that employees are only 'slightly' satisfied. Based solely on mean score it is clear that the managements in luxury hotels need to make significant improvements in the working conditions in order to improve the morale and WLB of employees at all levels.

As per Herzberg, the intrinsic job satisfaction factors are termed as motivating factors that are centered on achievement, recognition, responsibility, advancement,

growth, and the work itself. The mean score of intrinsic job satisfaction is 2.37 which indicate that the employees are only 'slightly' satisfied and the hotels need to significantly improve the practices to enhance intrinsic motivation of employees.

Mc Clelland's, Learned needs theory of motivation supports the need for achievement, affiliation, and power which corroborates the findings of our study.

5.3 WORK LIFE BALANCE AND JOB STRESS

It has been empirically proved in chapter four that there is a significant relationship between work life balance and job stress. Stress results in physiological, psychological and behavioral deviations for individuals in an organization and has four dimensions namely, self-role distance, inter role distance, role boundedness and personal inadequacy. The study reveals that on the self-role distance factor (mean score 7.51) employees are slightly more stressed as compared to the inter role distance (mean score 7.31), personal inadequacy (mean score 7.29) and role boundedness (mean score 7.09). The employees who are working in the hospitality sector are least stressed on role boundedness as each role is well defined and there is no confusion. Self-role distance, identified by Pareek (1982), is an act of separating oneself from the role and is a part of role conflict at the job. The general perception is that working in hotels is a glamorous occupation and one is always presenting ones best with a smile which can create a role conflict as one might be unhappy at home. It is proved that there is a significant relationship between work life balance and job stress. In ordinary conditions, work life balance is increased then it reduces the job stress to a certain extent. Contrary to the findings of previous studies, the finding of this study reflect that even when WLB is improving the job stress is still observed to be high. The only logic which can be stated to explain this phenomenon is that efforts have been made by the hotels to improve the WLB, yet, it is perhaps the excessive work load on employees in all departments which is contributing to high job stress.

5.4 WORK LIFE BALANCE AND EMPLOYEE TURNOVER

The study has reported a mean sore of 2.41 on a scale of 4 for employee turnover, which indicates that employees who are working in the luxury hotels have some

intention to quit and they are looking for change. It has also been proved empirically in previous chapter that there is a significant positive relationship between work life balance and employee turnover. This response can largely be attributed to low job satisfaction and low WLB in comparison to industry benchmark. Researchers in the past have proved that if work life balance is increased then it reduces the employee turnover to some extent. Although the select organizations are implementing the WLB practices, the boom in the all segments of hotel industry with the opening of new hotels at an alarming rate, they are poaching the employees offering them better compensation and enriching work experiences. For the existing study, the variable employee turnover has been used as a synonym for intention to quit as intention to quit is related to turnover of the employees (Elangovan, 2001).

5.5 RECOMMENDATIONS OF THE STUDY

A set of recommendations have been made for each of the variables after critically examining the research findings and correlating it with existing review of literature.

5.5.1 Suggestions for Improving Work Life Balance

As the mean scores of WLB reported in the study are on hotel industry, they reveal largely an average state of work life balance among all categories of employees. The hotel industry definitely needs to initiate a variety of measures to improve WLB. All the suggestions mentioned below are based on the responses of the respondents.

- 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 needs to be addressed either through statutory provisions or voluntarily by the hotels.

- 3) Hotels need to regulate the numbers of hours put on job by employees as long and erratic scheduling lowers the WLB. Consequently, employees feel stressed and it results either in unauthorized absence from duty or higher attrition rates. Duty hours beyond authorized duration should be duly compensated, to keep the employees motivated. Hotels can also introduce flexi timings or allow duty adjustments to enable employees attend to emergent, personal, family or social commitments.

5.5.2 Suggestions for Enhancing Job Satisfaction

- 1) 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 (Barney & Wright, 1998).
- 2) It is recommended that both hygiene and motivation factors in the hotels need to be upgraded as per prevailing best practices in the global industries. It is important for the employers to understand that high attrition resulting from low job satisfaction cost the company equivalent of six to nine months an employee's salary in order to find and train their replacement. Over and above there are intangible costs in terms of low morale and less effective service.
- 3) It is suggested that the employer must build a positive image among the employees. Creating a positive image builds positivity among the employees and makes them satisfied as well.
- 4) High performance work organizations are characterized by HRM practices such as selective hiring, extensive training, self- managed teams, decentralized decision making, reduced status distinction, information sharing, performance-based compensation, employment security, broad job design, flexible job assignments, employee participation and involvement, internal promotion, employee stock ownership, transformational leadership, and group- based high compensation contingent on performance.

- 5) Empowerment of employee induces job satisfaction, greater feelings of involvement and importance, high service delivery, service quality, competitive advantage and satisfaction with pay and promotion. Improved job satisfaction gives a sense of worth, and boosts employee morale, teamwork, high customer satisfaction and better employee relationships with the organisations. (Ashness & Lashley 1995; Fulford & Enz 1995)
- 6) It is suggested that the work load of the employees should be rationalized as far as possible with the help of automated hotel management systems.

5.5.3 Suggestions for Reducing Hospitality Industry Job Stress

- 1) During the interaction with HR Head of IHHR it was established that the requirement of manpower is let's say, is ten employees for a particular shift but only seven employees are hired to cut the cost at management level. This practice of the management creates a heavy work load and becomes a source of great stress for the employees. Thus it is recommended that the staffing should be adequate and justified according to the requirements of the job.
- 2) It is also suggested that employees should be given certain amount of freedom also to accomplish the job. This freedom will make the employees enjoy their work and burst the stress. It will not only help reduce the stress but also bring innovation into the business but also gain more satisfied and loyal customers.

5.5.4 Suggestions for Reducing Employee Turnover

- 1) Compensation for the services rendered by the employees is such a factor that remains on top of charts of all the HR aspects. Thus, it is suggested that the salaries paid to the employees must be fair and just. Equal pay for equal work concept must be followed. The hotel industry seriously needs to look into the compensation which is being paid at frontline, supervisory and middle management cadres as they are comparatively low vis-a-vis other industries.
- 2) It has been found that work culture and working environment are two of the factors that lead to employee turnover. Work culture should be to make the employees comfortable. The work environment should be supportive and

cooperative. The employees must always be given a fair chance to speak and put forward their suggestions. Having a good work culture and positive environment make a lot of difference in the decision of the employee to continue in the organization.

- 3) Giving due recognition and rewarding the exemplary work done not only help increasing job satisfaction and reducing job stress but also contribute to reducing employee turnover.
- 4) It is suggested here that organizations in hospitality industry should invest in learning and development of the employees. Employees must be encouraged to attain higher education and learn more. Further, training programs should be conducted for better customer services, improving management skills and cultural training must also be imparted.
- 5) Research has proved that mentoring not only reduces employee turnover, but also improves skills of new hires, leading to better productivity. Google has effectively used mentoring to achieve a low employee turnover rate.

5.6 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 risen 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. The present study upholds the findings of previous studies as it empirically proves that there is a significant positive relationship between WLB and job satisfaction. It has been established that improved work life balance among hotel employee's results in improved job

satisfaction. It has also been found that there is significant relationship between WLB and job stress. Even when WLB is improving, the job stress has still been observed to be high. The only rationale which can be stated to explain this phenomenon is that efforts have been made by the hotels to improve the WLB, yet, it is perhaps the excessive work load on employees in all departments which is contributing to high job stress. It is also proved that there exists a significant relationship between work life balance and employee turnover. If work life balance is improved, it reduces the employee turnover to some extent. However, employee turnover is also influenced by the fact that, there has been a boom in the hotel industry, with a large number of new hotels opening, which are poaching employees, offering them better compensation and enriching work experiences. Increasing wages and perks will definitely help consolidate the relationship with employees and reduce employee turnover. Nevertheless, it is important to improve the work environment and rationalize workload of the employees so as to help them strike a balance between their work and personal as well as social commitments. Initiatives like development of the employees, recognition and rewarding exemplary work and mentoring will also help in improving employee morale. This will in turn help to improve work life balance and job satisfaction, as also reduce job stress and employee turnover.

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SURVEY COVERAGE

LIST OF LUXURY SEGMENT HOTELS UNDER STUDY (25)

Sr. No.	Location	Hotel	Address	No. of samples covered
1	Agra	Oberoi Hotel	Taj East Gate Road, Near Taj Mahal, Agra, Uttar Pradesh 282001	21
2	Agra	Wyndham Grand	G-4 AB, Fatehabad Road, Near Jaika Restaurant, Tajganj, Agra, Uttar Pradesh 282001	16
3	Amritsar	Ista Hotel (Hyatt)	MBM Farms, G.T. Road Amritsar, Amritsar, Punjab 143001	18
4	Amritsar	Radisson Hotel	Airport Road, Amritsar, Punjab 143001	27
5	Chandigarh	JW Marriot Hotel	Plot no: 6, Sector 35B, Dakshin Marg, Chandigarh, 160035	23
6	Chandigarh	The Taj Hotel	Block No. 9, Sector 17A, Chandigarh, 160017	21
7	Faridabad	Vivanta by Taj	Shooting Range Road, Surajkund, Faridabad, Haryana 121009	14
8	Gurgaon	The Trident	443, Udyog Vihar Phase V, Udyog Vihar, Phase V, Sector 19, Gurugram, Haryana 122016	19
9	Jaipur	Rambagh Palace by Taj	Bhawani Singh Rd, Rambagh, Jaipur, Rajasthan 302005	26
10	Jaipur	The Oberoi Rajvilas	Goner Rd, Jagdish Colony, Paldi Meena, Jaipur, Rajasthan 302031	19

Sr. No.	Location	Hotel	Address	No. of samples covered
11	Jalandhar	Radisson	BMC Chowk, GT Road, Jalandhar, Punjab 144001	13
12	Jodhpur	Umaid Bhawan Palace	Circuit House Rd, Cantt Area, Jodhpur, Rajasthan 342006	18
13.	Lucknow	Vivanta by Taj	Vipin Khand, Lucknow, Uttar Pradesh 226010	26
14.	Ludhiana	Park Plaza	Ferozepur Road, Ludhiana, Punjab 141001	17
15.	Ludhiana	Radisson Hotel	Ferozepur Road, Ludhiana, Punjab 141012	14
16.	New Delhi	The Maurya	Diplomatic Enclave, Sadar Patel Marg, New Delhi, Delhi 110021	16
17	New Delhi	The Oberoi	Dr. Zakir Hussain Marg, New Delhi, Delhi 110003	14
18	New Delhi	The Taj Mahal	No.1, Mansingh Road, Near Khan Market, India Gate, New Delhi, Delhi 110011	17
19	Noida	Radisson Hotel	L2, Beside Centrestage Mall, Sector 18, Noida, Uttar Pradesh 201301	24
20	Shimla	Radisson Hotel	Goodwood Estate, Lower Bharari Rd, Shimla, Himachal Pradesh 171001	28
21	Shimla	The Oberoi-Cecil Hotel	Chaura Maidan, Shimla - 171 004	24
22	Srinagar	Taj Vivanta-Dal View	Kralsangri, Brein, Srinagar, Jammu and Kashmir 191121	24
23	Udaipur	Oberoi Udaivilas	Haridasji Ki Magri, Pichola, Udaipur, Rajasthan 313001	13

Sr. No.	Location	Hotel	Address	No. of samples covered
24.	Varanasi	Radisson Hotel	The Mall Cantonment, Mall Rd, Cantonment Rd, Varanasi Cantt, Varanasi, Uttar Pradesh 221002	27
25.	Varanasi	Taj Gateway	Nadesar Palace Grounds, Varanasi, Uttar Pradesh 221002	21
			Total	500

SURVEY QUESTIONNAIRE

This document is a combination of Four (4) sections:

- 1) Questions on Work Life Balance
- 2) Questions on Job Satisfaction
- 3) Questions on Job Stress
- 4) Questions on Employee Turnover

SURVEY QUESTIONNAIRE

Profile of Respondent

Name: _____ Date: _____

1. Gender: Male Female
2. Date of birth (DOB) _____
3. Age: _____
4. Marital Status :- Married Unmarried
5. Circle the number of years of schooling you completed
05 06 07 08 (Middle School)
09 10 11 12 (Secondary School)
13 14 15 16 (College)
17 18 19 20 (Graduate (HM) or Professional School)
6. Name of the hotel: _____
7. Location: _____
8. What is your present post /designation?

9. What do you do in your present job?

10. How long have you been on your present job? _____ Years.
11. Income level (Per annum) ?
Rs. 48,000-60,000 Rs. 60,000-96,000
Rs. 96,000-1,20,000 Rs. 1,20,000-and above

QUESTIONNAIRE ON WORK LIFE BALANCE

Read each and rate in the space at its left to indicate how much true it is in your experience. Use the following key for your ratings:

Write 0 if it is not true

Write 1 if it is a little true

Write 2 if it is somewhat

Write 3 if it is fairly true

Write 4 if it is definitely true.

1. I do not find it difficult to take leave at the time of social emergencies.

0 1 2 3 4

2. I do exercises and take care of my health.

0 1 2 3 4

3. I work for extra hours to get my work done.

0 1 2 3 4

4. I meet the expectations of my colleagues and workmates.

0 1 2 3 4

5. I comfortably fulfill the basic requirements of my family.

0 1 2 3 4

6. I feel pressure while working when given a deadline.

0 1 2 3 4

7. I do not find enough time to spend with my family and friends.

0 1 2 3 4

8. I get stuck in a meeting on the day of parent- teacher meet in my child's school.
- 0 1 2 3 4
9. I meet prescribed deadlines and schedules, without affecting my home life.
- 0 1 2 3 4
10. I experience work pressure while doing a group task.
- 0 1 2 3 4
11. I do not have access to Internet and telephone for my family emergencies.
- 0 1 2 3 4
12. I am left to with good energy level at the end of the day.
- 0 1 2 3 4
13. I am able to participate in community activities and attend to religious commitments.
- 0 1 2 3 4
14. I help my children in preparing for their exams.
- 0 1 2 3 4
15. I often take additional work to home.
- 0 1 2 3 4
16. I share the work with my colleagues whenever needed.
- 0 1 2 3 4
17. I get opportunity to enjoy holidays with my family.
- 0 1 2 3 4

18. I cannot manage more than one project at a time.
- 0 1 2 3 4
19. I find difficult to attend and enjoy the parties.
- 0 1 2 3 4
20. I do not get the time for my sick partner/child /parents.
- 0 1 2 3 4
21. I can adjust my working schedule to attend my life priorities.
- 0 1 2 3 4
22. I enjoy doing my job alone, rather than with my team.
- 0 1 2 3 4
23. I enjoy the privileges I am offered by the organization.
- 0 1 2 3 4
24. I love to do the kind of work I do, without any stress.
- 0 1 2 3 4
25. I do not get time to invite my friends for a party at home.
- 0 1 2 3 4
26. I get time to attend to my financial obligations, like checking my bank account, insurance, income tax.
- 0 1 2 3 4
27. I am not comfortable with the traveling time to the organization.
- 0 1 2 3 4

28. I prefer doing all assigned jobs in a team.
0 1 2 3 4
29. I have difficulty in getting the expense reimbursed.
0 1 2 3 4
30. I am not clear about the objectives of my job.
0 1 2 3 4
31. I put in efforts for social advancement of the poor and needy.
0 1 2 3 4
32. I am not able to attend to my household requirements.
0 1 2 3 4
33. I do not get compensated for my extra efforts in the organization.
0 1 2 3 4
34. I enjoy doing my job.
0 1 2 3 4
35. I do not do over-time to complete my work.
0 1 2 3 4
36. I have difficulty in meeting the expectations of my supervisor and seniors.
0 1 2 3 4

QUESTIONNAIRE ON JOB SATISFACTION

Rate your level of satisfaction on the job you do on various statements (as to how/why your job matches your expectations) given below:-

Write 1 Not satisfied

Write 2 if it is only slightly Satisfied

Write 3 if it is satisfied

Write 4 if it is very satisfied

Write 5 if it is Extremely Satisfied

1. Being able to keep busy all the time.

1 2 3 4 5

2. The chance to work alone on the job.

1 2 3 4 5

3. The chance to do different things from time to time.

1 2 3 4 5

4. The chance to be “somebody” in the community.

1 2 3 4 5

5. The way my boss handles his/her workers.

1 2 3 4 5

6. The competence of my supervisor in making decisions.

1 2 3 4 5

7. Being able to do things that don't go against my conscience.

1 2 3 4 5

8. The way my job provides for steady employment.

1 2 3 4 5

9. The chance to do things for other peoples.
1 2 3 4 5
10. The chance to tell people what to do.
1 2 3 4 5
11. The chance to do something that makes use of my abilities.
1 2 3 4 5
12. The way company policies are put into practice.
1 2 3 4 5
13. The pay and the amount of work I do.
1 2 3 4 5
14. The chances for advancement on this job.
1 2 3 4 5
15. The freedom to use my own judgment.
1 2 3 4 5
16. The chance to try my own methods of doing the job.
1 2 3 4 5
17. The working conditions.
1 2 3 4 5
18. The way my coworkers get along with each other.
1 2 3 4 5
19. The praise I get for doing a good job.
1 2 3 4 5
20. The feeling of accomplishment I get from the job.
1 2 3 4 5

QUESTIONNAIRE ON JOB STRESS

Read each and rate in the space as its left to indicate how much true it is in your experience. Use the following key for your ratings:

Write 0 if you never or scarcely feel

Write 1 if you occasionally (a few times) feel

Write 2 if you sometimes feel

Write 3 if you frequently feel

Write 4 if you frequently or always feel

1. I am not able to do many things for which I have a great liking.

0 1 2 3 4

2. My role in the family conflicts with my work role.

0 1 2 3 4

3. I feel duty bound as a student/employee/son/father

0 1 2 3 4

4. I do not have enough knowledge /skill needed to do justice in my roles.

0 1 2 3 4

5. I am not able to use my strengths in the various things I do.

0 1 2 3 4

6. I do not get enough time for my roles are more family or friends because of my other responsibilities.

0 1 2 3 4

7. The obligations of my roles are more important to me than my own wishes.

0 1 2 3 4

8. I feel I am not doing Justice to my family role (as a son/husband/father).

0 1 2 3 4

9. What I do in various spheres (home, institutions, organizations) conflicts with my values.

0 1 2 3 4

10. I have some other obligations (in a club, a voluntary organization, a party) which conflict with my main work.

0 1 2 3 4

11. I am prepared to sacrifice my own values if they conflict with my duties in various roles.

0 1 2 3 4

12. I wish I could be better equipped to perform my roles more adequately.

0 1 2 3 4

QUESTIONNAIRE ON EMPLOYEE TURNOVER

Read each and rate in the space at its left to indicate how much true it is in your experience. Use the following key for your ratings:

Write 0 if it is not true

Write 1 if it is a little true

Write 2 if it is somewhat true

Write 3 if it is fairly true

Write 4 if it is definitely true.

1. I probably look for a new job in the next year.
0 1 2 3 4
2. I would likely, actively look for a new job in the next year.
0 1 2 3 4
3. I often think about quitting.
0 1 2 3 4
4. I switch jobs because my colleagues do so.
0 1 2 3 4
5. I tend to change jobs for no apparent reasons.
0 1 2 3 4
6. To me, switching jobs is a kind of a fun.
0 1 2 3 4

**OPINION DIFFERENCES: BY DIFFERENT DEMOGRAPHICS
ON WORK LIFE BALANCE**

Work Life Balance v/s Income of the respondents					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.18	3	4.06	11.80	.000
Within Groups	168.94	491	.344		
Total	181.13	494			

	Levene's Test for Equality of Variances		Work Life Balance v/s Gender of the respondents						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.003	.959	.95	493	.342	-.057	.060	.175	.061
Equal variances not assumed			.96	266.279	.337	-.057	.060	.175	.060

Work Life Balance v/s Department					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.58	3	.52	1.444	.229
Within Groups	179.54	491	.36		
Total	181.13	494			

Work Life Balance: Overall Work Experience					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.23	4	1.30	3.644	.006
Within Groups	175.89	490	.35		
Total	181.13	494			

Work Life Balance v/s Age of the respondents					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.489	4	2.122	6.023	.000
Within Groups	172.643	490	.352		
Total	181.131	494			

Work Life Balance v/s Educational Qualification					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.050	2	3.025	8.501	.000
Within Groups	175.08	492	.356		
Total	181.13	494			

	Levene's Test for Equality of Variances		Work Life Balance v/s Marital Status of the respondents						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	7.747	.006	3.349	493	.001	.206	.061	.085	.326
Equal variances not assumed			2.978	185.781	.003	.206	.069	.069	.342