



Research Article

DESCRIPTIVE STUDY ON THE WORK LIFE BALANCE OF HOTEL SUPERVISORS AND ITS RELATION WITH GENDER AND FAMILY STRUCTURE

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ABSTRACT

The objective of the study was to measure the levels of work life balance of supervisory staff of the four operational departments of the hotels and to identify the differences if any in levels of work life balance of supervisors with different genders, marital status and family structures. Supervisors are front line managers who not only control and monitor day to day operations but also act as liaison between operating staff, customers and management. Due to the challenging work characteristics of hotel maintaining good balance of work life balance is always difficult and it is more required for the supervisors. Maintaining a good life balance becomes more difficult with other factors related to individual's personal life. The paper not only measured the levels of work life balance but also compared the result with factors like gender, marital status and differential family structure. The author had devised a questionnaire to gather the data from the respondents, which included a set of statement on which participants agreement or disagreement was recorded. Based on the responses scores for each dimension were calculated and integrating the scores the overall levels for work life balance were ascertained. Study employed SPSS for analysis of data, where data was analyzed using cross tables, descriptive statistics ANOVA & t test to come to conclusions. The reliability for the questionnaire was ascertained through Cronbach alpha and coefficient of correlations. The results had shown that there is a lack of satisfactory levels of work life balance for supervisors. The result proved that work life balance for supervisors who were single were better than supervisors who were married. Female supervisor enjoy a better level of work life balance as compared to male supervisors. The work life balance levels of supervisors who have children who need care were found to be lesser than the levels of supervisor who do not have children requiring care. The work life balance levels were better for supervisors who do not live with parents as compared to supervisors who live with their parents requiring care.

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INTRODUCTION

Hotel industry lack effective human resource practices and employees face lot of stress, stretched working hours, irregular working schedules and job insecurity (Karatepe, 2008; Deery and Shaw, 1999; and Rowley and Purcell, 2001) this leads to work life imbalance for employees. Work in the hospitality industry is always known to have characteristics that define the nature of family life, as it involves long and irregular hours of work, pressing demand of face time and worries of relocations (Xiao and O' Neill, 2010, quoting Harris *et al*, 2007).

Work and family responsibilities are reciprocal to each other; individuals try to achieve the career goals and remain committed to a family relationship. It is evident that when our work and family lives are in conflict with one another it leads

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to work life imbalance. It may seem that work-family conflict is a minor issue but it affects the performance on both the front (Özdevecioglu and Doruk, 2009). It can be stated that the work life balance prevails if there is proper functioning at work and at home with a minimum of role conflict (Sturges & Guest, 2004), it is the equal level of engagement and satisfaction with both work and family roles. People wish to harmonize between work and life through integration of the two (Barnett, 1999). Supervisors of the hotels of the operational department are the key drivers for the hotel's success as they act as liaison between customer and management; they also act as front line managers who ensure quality and effectiveness of the services. They are the ones who actually monitor and control the main operations of the hotel. Supervisor's morale and satisfaction is key factor in it which leads to better performance of hotels. Due to the nature of job in hotel industry, maintaining a healthy work life balance is difficult which lead to problems associated with supervisor's life.

Studies have shown work life balance practices to improve productivity, enhance retention and decrease the levels of absenteeism that results in to better financial results (Daniels & McCarragher, 2000). Studies also have found that individual's with different marital status & family structure long for work life balance and focus towards family and career progression were attracted towards organization that offer flexibility (Beauregard & Henry, 2009). Work family conflict arises from the nature of the hospitality industry. However, in recent years, there is increase in number of families where both husband and wife are earning, also there is a growing trend of single parenting by women, there are families which not only have to take care of their children but also have responsibility to provide care to their parents (Neal and Hammer, 2007).

A balance of work & life is required by employee so that they can perform better as in a study it was found that relation between work and family can have significant effect on work and life satisfaction also the level of involvement the worker attribute to work and family roles is associated with this relationship (Adams *et al.* 1996). There is a tremendous growth opportunity for hotel industry and its own challenges, it will require more competent human resource and with increasing competition the retention will also be an issue to analyze. So from the above discussion it is clear that the hotel industry has lot of opportunities & supervisor's role is imperative in delivering higher level of guest satisfaction.

Research Objectives & Methodology

From the above discussion it was clear that the role of supervisors is very important for the success of hotel and the nature of work characteristics in hotel industry always result in to work life imbalance. This study aims to find out the existence of satisfactory levels of work life balance for the supervisor and try to analyze whether it is affected by the factors like gender, marital status & different family structure of the supervisors. Following were the objectives for the research.

1. To find out the levels of work life balance of hotel supervisors in hotels of Delhi
2. To analyze the levels of work life balance and gender of supervisors
3. To analyze the levels of work life balance of supervisors and family structure of the supervisors
4. To find out any significant differences exist between levels of work life balance of supervisors and professional engagement of their spouse.

The research is based on the data collected by the author for doctoral research, the process begin with an explorative research, where in the available literature on the issue was reviewed followed by discussion with academician, HR manager of the hotels and supervisors of the four main operational department of the hotels namely front office, f & b service, housekeeping and food production. The explorative research helped to identify the dimensions of the work life balance that has to be measured to calculate the levels of work life balance. The four main dimensions identified were quality time, involvement, satisfaction and health. In the next step the researcher developed a questionnaire, which had statements on which respondents were asked about their agreement or disagreement. For analysis a 5 point scale was employed with labels (1= strongly disagree, 2= somewhat disagree, 3= not sure, 4= somewhat agree and 5= fully agree). The respondents

were required to give their response on the basis of their own experience and opinions. Every dimension was assigned equal weightage and total score was calculated to find out the levels of work life balance. Each dimension was assigned the score of 100 and maximum score of work life balance was 400. In the next step the levels of work life balance was then analyzed with the data pertaining to the gender and the family structure of the supervisor.

Before the field work i.e. to collect the data from the supervisors of hotels of four main operational departments a pilot test was conducted with a sample size of 30, the objective of pilot study was to find out any problems or need of modification. A combination of random and convenience sampling were used. The only criteria that was followed to identify the respondent for the study was that the supervisors must have an employment in the current hotel (5 star deluxe, 5 star, 4 star only situated in Delhi) for more than a year and at supervisory level. More than 200 questionnaires were distributed by hand and out of 200 questionnaires 165 were received back and 158 were found to be complete in all respect. Data was fed in to SPSS software and analyzed through cross tabulation, t test, ANNOVA and Tukey HSD to draw any inferences.

Data Analysis

The table 1 represents the gender distribution of the participants, 59.86% participants were male and 40.14% females, sample has near equal representation of both the genders.

Table 1 Gender Distribution of the Participants

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	88	59.86	59.86	59.86
Female	59	40.14	40.14	100.0
Total	147	100.0	100.0	

Table 2 represents the age distribution of the participants, majority of the respondents 46.3% were from the age group of 25-30 years, and then there is a gradual decrease in the numbers with increase in the age, only 4.1% were from the age group of 45-50 years. This may be due to the fact of career progression from supervisory level with more experience.

Table 2 Age Distribution of the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 Yrs	68	46.3	46.3
	30-35 Yrs	22	15.0	61.2
	35-40 Yrs	31	21.1	82.3
	40-45 Yrs	20	13.6	95.9
	45-50 Yrs	6	4.1	100.0
Total	147	100.0	100.0	

Table 3 represents the distribution of the marital status of the participants, 78.2% were married and 21.8% were single.

Table 3 Distribution of Marital Status of the Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	115	78.2	78.2
	Single	32	21.8	100.0
Total	147	100.0	100.0	

Tables 4 represent the distribution of supervisor’s department of work, 39.5% respondents were from food production, followed by 33.3% participants were from front office, 17.7% participants were from f & b service and rest 9.5% were from the house keeping department

Table 4 Distribution of Supervisor’s Department of Work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Food Production	58	39.5	39.5
	F & B Service	26	17.7	57.1
	Front Office	49	33.3	90.5
	House Keeping	14	9.5	100.0
	Total	147	100.0	100.0

Table 5 represent the distribution of the family structure of supervisors i.e. whether the participants live with parents or not, 38.1% reported to agree that they live with their parents where as 61.9% do not live with parents.

Table 5 Distribution of the Family Structure of Supervisors (Whether Participants Live with Parents or not)

	Frequency	Percent	Valid Percent	Cumulative Percent
Live with Parents	56	38.1	38.1	38.1
Do not Live with Parents	91	61.9	61.9	100.0
Total	147	100.0	100.0	

Table 6 present the family structure of the supervisors, i.e. whether the participants have children who require care or not, as per the table 3.6, 66% participants reported that they have children who require care, where as 44% reported that they do not have children who need care

Table 6 Distribution of the Family Structure of Supervisors (Whether Participants have Children, requiring Care or not)

	Frequency	Percent	Valid Percent	Cumulative Percent
Have Children who need care	97	66.0	66.0	66.0
Do not have children who need care	50	44.0	44.0	100.0
Total	147	100.0	100.0	

Table 7 represent distribution of the data pertaining to the participant’s spouse employment, 60 participants reported that their spouse is engaged in an employment, 56 reported that their spouse is a home maker whereas 32 respondents were single.

Table 7 Distribution of the Details of the Employment of Participant’s Spouse

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	32	21.1	21.1
	Spouse is in professional engagement	60	40.8	61.9
	Spouse is a home maker	56	38.1	100.0
	Total	147	100.0	100.0

Table 8 present the result for the one way ANOVA test to find any significant differences between the levels of four dimension of work life balance and the level of work life balance of supervisors with different marital status, as the p value is less than 0.05, except in case of dimension of satisfaction, it concludes to the fact that there are significant differences in level of the three dimension of work life balance and level of work life balance.

Table 8 Result for ANNOVA test for the Dimensions of Work Life Balance and Marital Status of the Supervisors

		Sum of Squares	Df	Mean Square	F	Sig.
Quality time	Between Groups	1094.436	1	1094.436	8.036	.005
	Within Groups	19748.230	145	136.195		
	Total	20842.667	146			
Involvement	Between Groups	2911.158	1	2911.158	23.333	.000
	Within Groups	18091.291	145	124.768		
	Total	21002.449	146			
Satisfaction	Between Groups	626.395	1	626.395	2.695	.103
	Within Groups	33705.687	145	232.453		
	Total	34332.082	146			
Health	Between Groups	3331.992	1	3331.992	22.709	.000
	Within Groups	21275.584	145	146.728		
	Total	24607.575	146			
Level of work life balance	Between Groups	19055.268	1	19055.268	13.293	.000
	Within Groups	207851.467	145	1433.458		
	Total	226906.735	146			

Table 9 present the result for the one way ANOVA test to find any significant differences between the levels of four dimension of work life balance and the level of work life balance of supervisors with different family structures (whether the supervisor live with parents or not), the p value is less than 0.05 for quality time, satisfaction, work life balance, it can be concluded that there are significant differences in levels of quality time, satisfaction and work life balance for supervisors with different family structures. Whereas no significant differences exist for dimensions of involvement and health.

Table 9 Result for ANOVA test for the Dimensions of Work Life Balance and Family Structure (Whether Live with Parents or not)

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	609.282	1	609.282	4.366	.038
	Within Groups	20233.385	145	139.541		
	Total	20842.667	146			
Involvement	Between Groups	522.389	1	522.389	3.699	.056
	Within Groups	20480.060	145	141.242		
	Total	21002.449	146			
Satisfaction	Between Groups	2932.785	1	2932.785	13.543	.000
	Within Groups	31399.297	145	216.547		
	Total	34332.082	146			
Health	Between Groups	214.555	1	214.555	1.275	.261
	Within Groups	24393.020	145	168.228		
	Total	24607.575	146			
Levels of Work Life Balance	Between Groups	11725.884	1	11725.884	7.902	.006
	Within Groups	215180.850	145	1484.006		
	Total	226906.735	146			

Table 10 present the result for the one way ANOVA test to find any significant differences between the levels of four dimension of work life balance and the level of work life balance of supervisors with different family structures (whether the supervisor have children that require care), except for the dimension of satisfaction the p value is less than 0.05, that means there exist significant differences in levels of three dimensions of work life balance and total level of work life balance for supervisors with different family structure.

Table 10 Result for ANOVA test for the Dimensions of Work Life Balance and Family Structure (Whether have Children, Requiring Care or Not)

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	1023.826	2	511.913	3.719	.027
	Within Groups	19818.840	144	137.631		
	Total	20842.667	146			
Involvement	Between Groups	1446.782	2	723.391	5.327	.006
	Within Groups	19555.667	144	135.803		
	Total	21002.449	146			
Satisfaction	Between Groups	1161.710	2	580.855	2.522	.084
	Within Groups	33170.371	144	230.350		
	Total	34332.082	146			
Health	Between Groups	4650.646	2	2325.323	16.778	.000
	Within Groups	19956.929	144	138.590		
	Total	24607.575	146			
Work life balance	Between Groups	14778.755	2	7389.378	5.016	.008
	Within Groups	212127.979	144	1473.111		
	Total	226906.735	146			

Table 11 present the result for the one way ANOVA test to find any significant differences between the levels of four dimension of work life balance and the level of work life balance of supervisors whose spouse are engaged in some profession or not, with p value less than 0.05 for all the dimension it can be concluded that there were differences in the levels of work life balance of supervisors whose spouse were engaged in a profession or a home maker.

Table 11 Result of ANOVA test for Dimensions of Work Life Balance and Supervisors whose Spouse were Engaged in a Profession or a Home Maker

		Sum of Squares	df	Mean Square	F	Sig.
Totttime	Between Groups	3137.531	2	1568.765	12.759	.000
	Within Groups	17705.136	144	122.952		
	Total	20842.667	146			
Totinv	Between Groups	3782.274	2	1891.137	15.814	.000
	Within Groups	17220.175	144	119.585		
	Total	21002.449	146			
Totsat	Between Groups	5364.141	2	2682.070	13.333	.000
	Within Groups	28967.941	144	201.166		
	Total	34332.082	146			
Tothlt	Between Groups	4179.524	2	2089.762	14.731	.000
	Within Groups	20428.052	144	141.861		
	Total	24607.575	146			
VAR0001	Between Groups	44204.143	2	22102.071	17.420	.000
	Within Groups	182702.592	144	1268.768		
	Total	226906.735	146			

Table 12 present the result for the one way ANOVA test to find any significant differences between the levels of four dimension of work life balance and the level of work life balance of supervisors from different operational department of the hotel as the p value found to be less than 0.05 for all dimensions and levels of work life balance, it can be concluded that the levels of work life balance were different for supervisors from different operational department.

Table 12 Result for ANOVA test for the Dimensions of Work Life Balance and the Department of the Supervisor

		Sum of Squares	df	Mean Square	F	Sig.
Quality time	Between Groups	10584.308	3	3528.103	49.181	.000
	Within Groups	10258.358	143	71.737		
	Total	20842.667	146			
Involvement	Between Groups	10151.365	3	3383.788	44.593	.000
	Within Groups	10851.084	143	75.882		
	Total	21002.449	146			
Satisfaction	Between Groups	24424.365	3	8141.455	117.507	.000
	Within Groups	9907.717	143	69.285		
	Total	34332.082	146			
Health	Between Groups	8070.390	3	2690.130	23.262	.000
	Within Groups	16537.185	143	115.645		
	Total	24607.575	146			
Work life balance	Between Groups	149971.874	3	49990.625	92.918	.000
	Within Groups	76934.861	143	538.006		
	Total	226906.735	146			

Table 13 present the result of Tukey HSD for the levels of work life balance of supervisors from different operational department, result indicate that work life balance levels for supervisors from front office is highest, followed by supervisors from f & b service and housekeeping, the lowest level of work life balance were found to be for supervisors from food production only.

Table 13 Results of Tukey HSD for the Levels of Work Life Balance and Supervisor's Department

Tukey HSD				
Core Department of work	N	Subset for alpha = 0.05		
		1	2	3
Food Production	58	190.72		
F & B Service	26		214.92	
House Keeping	14		218.57	
Front Office	49			265.29
Sig.		1.000	.938	1.000

Means for groups in homogeneous subsets are displayed.

Table 14& 15 represent the result for the one sample t test for the four dimensions of work life balance and total levels of work life balance, result indicate that except the dimensions of health all other three dimensions of work life balance have score less than 75, which represents rejection of the statement that supervisors have sufficient quality time, sufficient involvement with family & enough satisfaction. With t test -23.832 the work life balance levels were found to be less than 300, score that represent that the supervisors have satisfactory levels of work life balance.

Table 14 One-Sample Test Results for the Four Dimensions of Work Life Balance

Test Value = 75						
T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
				Lower	Upper	
Quality time	-18.314	146	.000	-18.048	-20.00	-16.10
Involvement	-14.214	146	.000	-14.061	-16.02	-12.11
Satisfaction	-5.664	146	.000	-7.163	-9.66	-4.66
Health	6.293	146	.000	6.738	4.62	8.85

Table 15 One-Sample Test Results for the Total Score of Work Life Balance

Test Value = 300						
T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
				Lower	Upper	
WORK LIFE BALANCE	-23.832	146	.000	-77.490	-83.92	-71.06

Findings of the Study

On the basis of the data analysis following were the findings

1. The levels of work life balance are differential for supervisors with different marital status, supervisors who were single reported to have higher levels of work life balance.
2. Work life balance were found to be different for supervisors with different family structure, supervisors who do not live with their parents reported to have better work life balance as compared to who do live with their parents.
3. The levels of work life balance were again found to be different for supervisors who had children that require care as compared to supervisors who do not have children who require care.
4. The supervisors whose spouses were engaged in a profession had a better level of work life balance as compared to supervisors whose spouse was home makers.
5. Finally it was found that the work life balance levels for supervisors from front office is highest, followed by supervisors from f & b service and housekeeping, the lowest level of work life balance were found to be for supervisors from food production only.

CONCLUSIONS

As per the analysis of the data, it was revealed that supervisors of hotels do not have satisfactory levels of work life balance. Study also concludes that levels of work life balance were different for supervisors with different marital status & different family structures. Supervisor who were single had the highest levels of work life balance as compared to supervisors whose spouse were engaged in a profession and supervisors whose spouse were home makers. The supervisors from front office had the best levels of work life balance and it was lowest for the supervisors from food production department.

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