

## **Comparative Study on Work Life Balance of Supervisors of the Four Main Operational Departments of the Five Star Hotels in Delhi**

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**Abstract:** The objective of the study was to measure and compare the levels of work life balance of supervisors of the four main operational departments of hotels in Delhi. In any five star hotel there are four operational or core departments, namely front office, housekeeping, food production and f & b service. These four main departments are responsible to work in coordination to provide all types of guest services provided in hotels and generate the revenue from operations. The main activities of these four departments are managed and controlled by supervisors, supervisors have the responsibilities to monitor and control the day to day activity, maintain standard and quality of service, provide better guest experience and are the link between hotel management, operational staff and guests. These characteristics of their job make them a very important factor for the success of hotels.

Five star hotels have their own reputation of their challenging work conditions, this is because of the fact that hotels provide their services twenty four hours in a day, the work times are odd or overstretched, the working condition require both physical and mental strength and compensation is also a consideration. Work life balance is equal involvement and engagements of individual in his professional, personal and family life that help him achieve desired level of satisfaction. Work life imbalance exist if an individual spend more time or energy on the job leaving insufficient time and energy for personal or family life. Maintaining work life balance is a challenging task for a hotelier that result in to issues like demotivation of employee, absenteeism, decline in performance and increased employee turnover.

The objective of the study was to compare the levels of work life balance of the supervisors of the four main operational departments of the five star hotel of Delhi, so as to identify and significant difference in levels of work life balance. For the study a conceptual model was developed to identify dimension that has to be considered to measure the levels of work life balance, four such dimensions were identified i.e. quality time, involvement, satisfaction and health. Non availability of research instrument lead the author to devise a questionnaire that was used to collect data from the respondents, that included a set of statements on which participants agreement or disagreement was recorded. Based on the responses scores for each dimension were calculated and 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 values for Cronbach alpha were found to be 0.79 and correlations values were found to be more than 0.3 for all the dimensions of the work life balance. The results proved that there is a lack of satisfactory levels of work life balance for the supervisors of five star hotels of Delhi, the levels of work life balance were found to be better for supervisors of front office, followed by supervisors of housekeeping and f & b service department, work life balance for the supervisors from food production department were found to be lowest. The reasons for such differences could be due to the factors like work environment, nature of job, job timings.

**Key Words:** Work Life Balance, Hotels, Supervisors, Front Office, Housekeeping, Food Production, F & B Service

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### **1. Introduction**

Five star hotels are a part of service industry; the main input for any service industry like hotels is its efficient and skilled employees, hence it is evident that wellbeing of employees will lead to more efficient and effective operations yielding better guest satisfaction and results. The main characteristics of work in hotels is it long and irregular working hours, importance of direct interactions with the guests and to work even on odd

hours and during holidays (Xiao and O' Neill, 2010, quoting Harris et al, 2007). Hoteliers work during irregular hours, have long shift timings, and due to the heavy workloads may result in to physical and emotional exhaustion leading to lower performance and other related issues (Deery & Jago, 2009). Such work characteristics affect physical, psychological and emotional wellbeing (Presser, 2004) it is aggravated when employee works on holidays and weekends when rest of the word enjoy their holidays and weekends (Almeida, 2004).

Equal engagement and satisfaction from work and personal life is termed as work life balance (Greenhaus, 2003), it means that if there is no conflicting situation between performance at work and at personal life it can be sated that individual enjoys a work life balance (Sturges & Guest, 2004), it is the degree to which people are equally engaged and satisfied with both work and family roles. Work life balance is the effort to achieve satisfying experiences in all life domains; to achieve this satisfying experience, it requires personal resources like energy, time and commitment to be well distributed across domains (Kirchmeyer 2000).

But in case of hotel industry it which has a work culture where staff is required for the entire day (Kauppinen, 2001) & lead to sacrificing of employee personal and family life (Bartholomew & Garey, 1996). It cause work life imbalance which means employee are investing more time, energy and efforts on the job resulting in to conflict. This situation of work life imbalance is more prominent for the supervisors, as their jobs are more demanding as they not only have to control the day to day activity, they also have to maintain linkages between management and staff, guest and staff and also monitor the performance of employees.

Work life imbalance result into various issues like decline in performance, employee turnover, demotivation of employees and higher employee turnover, even in a government of India report of January 2014, it was noted that there is high rate of employee turnover in four departments of hotels, it was 12 to 23 % for f & b service, 9-19% for housekeeping and 13-38% in food production department, these four department of hotels are the main operational and revenue generating departments. The high employee turnover was associated with its work characteristics such as long and irregular working hours, high pressure situations, fast paced work and heavy work load during festive seasons, define this sector which collectively are a cause of concern for current and prospective employees. In food production department and f & b service department supervisors not only have to control the main functions but also have to work on break shifts, longer than stipulated time and there shift usually ends up late in night, for housekeeping supervisors the work loads are heavy and they have to perform the job with stricter time limits, every department have their own challenges for individual to maintain a health work life balance.

## **2. Research Objectives & Methodology**

The discussion in the above section opined that role of supervisors in hotel operation is very important and each department has their own challenges related to work and work conditions. The main objective of the study was to measure the levels of work life balance based on the scaling of the four dimensions of work life balance, identified for the research and the compare the results for each category of the supervisors so as to find in which department of the hotel the supervisors experience the issues related to work life imbalance.

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 compare the levels of work life balance of supervisors from the different departments of the hotels to analyze that there exist a significant differences in the levels of work life balance of supervisors from different departments.
3. To ascertain reasons for differences in work life balance of the supervisors of different departments

The study is based on the data collected by the author for from the supervisors of five star hotels of Delhi, the four departments were food production, f & b service, front office and housekeeping. The data was collected from 115 respondents through a questionnaire developed from the results of explorative study conducted in the year 2015 by the author, with sample size 30 that included academicians, HR managers or training managers of the hotels and supervisors of the hotels and the review of literature. Four dimensions were noted to measure the levels of work life balance; they were quality time, involvement, satisfaction and health. The questionnaire 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 were compared and tested using one

way ANNOVA and Tukey HSD test. More than 200 questionnaires were distributed by hand and out of it 121 were received back and 113 were found to be complete in all respect.

### 3. Data Analysis

The table 3.1 represents the gender distribution of the participants, 70.80% participants were male and 29.20 % females, majority of the supervisors were males.

**Table 3.1 Gender Distribution of the Participants**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	70.8	70.8	70.8
	Female	33	29.2	29.2	100.0
	Total	113	100.0	100.0	

Table 3.2 represents the age distribution of the participants, majority of the respondents 41.6% 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 2.7 % 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 3.2 Age Distribution of the Participants**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 Yrs	47	41.6	41.6	41.6
	30-35 Yrs	23	20.4	20.4	61.9
	35-40 Yrs	29	25.7	25.7	87.6
	40-45 Yrs	11	9.7	9.7	97.3
	45-50 Yrs	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

Table 3.3 represents the distribution of the marital status of the participants, 73.5% were married and 26.5 % were single.

**Table 3.3 Distribution of Marital Status of the Participants**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	83	73.5	73.5	73.5
	Single	30	26.5	26.5	100.0
	Total	113	100.0	100.0	

Tables 3.4 represent the distribution of supervisor’s department of work, 35.4% respondents were from food production, followed by 25.7% participants were from front office, 23.9% participants were from f & b service and rest 15% were from the house keeping department.

**Table 3.4 Distribution of Supervisor’s Department of Work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Food Production	40	35.4	35.4	35.4
	F & B Service	27	23.9	23.9	59.3
	Front Office	29	25.7	25.7	85.0
	House Keeping	17	15.0	15.0	100.0
	Total	113	100.0	100.0	

Tables 3.5 to 3.9 presents the result for the Tukey HSD test to find the order of the levels of the four dimensions of the work life balance experienced by the supervisors of the four departments of the hotel. As per table 3.6 it can be stated that supervisors from housekeeping and front office department spent equal quality time which is better than the time spent by supervisors of f & b service and food production department. Data of table 3.7 indicate that the supervisors of front office enjoy highest levels of involvement in their personal life, followed by supervisors of front office and f & b service, the lowest levels of involvement were found for supervisors of food production department. Table 3.8 states that the supervisors of Front office department experience highest level of satisfaction in comparison to supervisors of all the other departments, there is a very marginal difference in levels of satisfaction experienced by the supervisors of the other three departments. As per the analysis of data presented in table 3.9 it indicate that the level for the dimension of health is almost equal for all the supervisors only in case of food production department the levels are bit lower as compared to supervisors of other three department.

**Table 3.5 Result for ANNOVA test for the Dimensions of Work Life Balance and the Supervisors from the Four Department of the Hotel**

		Sum of Squares	df	Mean Square	F	Sig.
QUALITY TIME	Between Groups	5707.377	3	1902.459	30.547	.000
	Within Groups	6788.481	109	62.280		
	Total	12495.858	112			
INVOLVEMENT	Between Groups	7126.650	3	2375.550	37.294	.000
	Within Groups	6943.084	109	63.698		
	Total	14069.735	112			
SATISFACTION	Between Groups	15693.341	3	5231.114	80.379	.000
	Within Groups	7093.774	109	65.080		
	Total	22787.115	112			
HEALTH	Between Groups	7212.637	3	2404.212	24.337	.000
	Within Groups	10768.090	109	98.790		
	Total	17980.728	112			
TOTAL SCORE FOR WORK LIFE BALANCE	Between Groups	5775.134	3	1925.045	68.777	.000
	Within Groups	3050.885	109	27.990		
	Total	8826.020	112			

**Table 3.6 Results of Tukey HSD for the Dimension Quality Time**

Tukey HSD

Core Department of work	N	Subset for alpha = 0.05	
		1	2
Food Production	40	49.30	
F & B Service	27	52.00	
House Keeping	17		60.71
Front Office	29		66.34
Sig.		.611	.056

Means for groups in homogeneous subsets are displayed.

**Table 3.7 Results of Tukey HSD for the Dimension of Involvement**

Tukey HSD

Core Department of work	N	Subset for alpha = 0.05		
		1	2	3
Food Production	40	53.15		
House Keeping	17		60.12	
F & B Service	27		63.26	
Front Office	29			73.59
Sig.		1.000	.494	1.000

Means for groups in homogeneous subsets are displayed.

**Table 3.8 Results of Tukey HSD for the Dimension of Satisfaction**

Tukey HSD

Core Department of work	N	Subset for alpha = 0.05	
		1	2
Food Production	40	57.00	
House Keeping	17	59.06	
F & B Service	27	62.81	
Front Office	29		85.79
Sig.		.053	1.000

Means for groups in homogeneous subsets are displayed.

**Table 3.9 Results of Tukey HSD for the Dimension of Health**

Tukey HSD

Core Department of work	N	Subset for alpha = 0.05	
		1	2
Food Production	40	73.44	
House Keeping	17		86.41
Front Office	29		90.42
F & B Service	27		91.36
Sig.		1.000	.285

Means for groups in homogeneous subsets are displayed.

Table 3.10 present the result of Tukey HSD for the overall score of work life balance of supervisors of the different departments of the hotels, it was noted that although the scores are less than 75 which signify satisfactory levels for work life balance, which means supervisors do not have satisfactory levels of work life balance, but the highest levels of work life balance were recorded for supervisors from front office, followed by supervisors from f & b service and housekeeping and the lowest level of work life balance were represented by the supervisors from food production department.

**Table 3.10 Results of Tukey HSD for the Overall Score of Work Life Balance**

Tukey HSD

Core Department of work	N	Subset for alpha = 0.05		
		1	2	3
Food Production	40	48.12		
House Keeping	17		54.69	
F & B Service	27		54.80	
Front Office	29			66.60
Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

#### 4. Findings of the Study

Based on the analysis of the data following were the findings of the study

- 1) Hotel supervisors do not have satisfactory levels of work life balance in their life.
- 2) The levels of work life balance are differential for supervisors from different departments. The highest levels for work life balance were found for supervisors from front office, The least levels of work life balance were found for the supervisors from food production, Even in case of the four dimensions of work life balance the supervisors from front office were recorded to have the highest levels and the supervisors from food production had the lowest levels.
- 3) The possible reasons of such differences were may be because of the fact that in front office shifts timings are fixed, work environment is better as compared to other department, do not involve heavy work and also department has no break shifts, where as in case of food production work environment is harsh, lack direct interaction with guests, odd timings of job and break shifts may the possible reasons.

#### 5. Conclusions

The study conclude that the supervisors of the five star hotels of Delhi do not have satisfactory levels of work life balance, the supervisors from different department have differential levels of work life balance. Supervisors from front office had the highest levels of work life balance followed by housekeeping, f & b service and food production. The possible reasons were such differences can be further researched as it can be because of the fact that supervisors from food production and f & b service work for odd hours, have break shifts, their work involves heavy work and this demand more time and energy of the supervisors.

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