



Effects of Work Life Balance on Job Performance – A Study with reference to Housekeeping Employees

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Abstract

Work Life Balance refers to the needs of a person between the time that is due to the profession and other personal activities like personal interests, family and leisure activities. It also means the level of prioritization between the professional and personal life of an individual. Nowadays, Work life Balance has become a major issue due to advancement in technology and increased competition. The research paper examines the effects of Work Life Balance on Job Performance of Housekeeping employees in five-star hotels, Bengaluru. A hypothesis was formed based on the theoretical research made. To test the hypothesis, a well-designed questionnaire was administered to 94 housekeeping employees and data was collected from different five-star hotels in Bengaluru. The quantitative Research method was used. The collected data was then analyzed through SPSS tool, and the correlation between the dependent and independent variables was found. The analysis indicated the dependent variables positively correlated the independent variables. The study concluded that most of the employees were not satisfied with the working hours and work shifts. It is also understood that irregular working hours and shifts will result in improper Work Life Balance.

Keywords: Work Life Balance, Housekeeping employees, Work Shifts, Quantitative Research

1. Introduction

Work Life Balance refers to the needs of an individual between the time that is allocated for the profession and other personal activities like personal interests, family and leisure activities. It also means the level of prioritization between the professional and personal life of an individual. Nowadays, Work life Balance has become a major issue due to advancement in technology and increased competition.

Work Life Balance lets employees divide their time on priority based and maintains balance by giving equal time to family, health, vacations with career, business, etc. It also increases loyalty and motivation towards the company.

Employees are always busy in their workplaces, even during weekends. High work pressure neglects family. Work Life Balance allows the employees to have a good balance between work and personal life. Having a good balance between work and life results in increased productivity at the workplace as the employee will have a relaxed mind for his personal commitments.

2. Causes for Work Life Balance

Gender difference could lead to an imbalance in work and life due to the distinct observation of role identity. It has been confirmed that men prioritize their work duties over their family duties to give financial support for their families, whereas women prioritize their family life.

Spending long hours at work because to "inflexibility, shifting in work requirements, overtime or evening work duties" could lead to a work life imbalance. It has been revealed "that time spent at work positively correlate with both work interference with family and family interference with work, however, it was not related to cross domain satisfaction". This could be due to the fact that, satisfaction is a subjective measure. This, being said, long hours might be interpreted negatively or positively



depending on the individuals. Working long hours have an effect on the family duties, but on the other side, there are monetary benefits that come with this action which go against the effect on family duties.

Family characteristics comprise single employers, married or cohabiting employers, parent employers and dual-earning parents. Parents who are working experience decreased family satisfaction because of their family duties or requirements. This is due to the truth that they are not able to successfully complete these family duties. In addition, Parent workers values, family-oriented tasks, thus, working long hours reduces their capability to fulfil this identity, and, in return, reduce family satisfaction. As for the married and/ or dual-earning couples, it seems that "not only requires more time and effort at home but also a resource for persons to draw from, both instrumentally from higher income and emotionally through improved empathy and support." In addition to these variables that could lead to an imbalance, many people expose themselves to unwanted job stress, because they enjoy high social appreciation. This aspect can also be the reason of an imbalance in the areas of life. However, other work activities could also lead to such a work life imbalance, for example, not paid labour such as contribution to garden and house work, maintenance and support of family members or volunteer activities. All of these add to the perception of a chronic lack of time. Lacking time leads to pressure, which is experienced another way depending on the individual's age, the age and number of children in the house, marital status, the profession and level of job and the income level. Strong pressure of time leads to increased psychological strain, which affects health. Psychological stress is also affected by the complication of work, the increasing responsibilities, concerns for continuing existential protection and more. The mentioned stresses and strains might lead in the long term to permanent, physical signs of wear as well as to negative effects on the human cardiovascular and immune systems.

3. Literature Review

According to Mohan Kumar (2016), there are many reasons which lead to improper balance of work life in India, and there are various strategies designed by the firm in order to keep their employees happy. He also states that work pressure becomes more when the position and pay of the employees are increased, this will in turn affect their work life balance. According to the author, women and senior employees suffer the most because of work pressure. He says that the employees have to realize that they need to balance life and work both for a fulfilled happy life and a successful work. Author concluded saying that the company can undertake measures to ensure work life balance like child care facilities, video conferencing and not scheduling work events during holidays, etc.

In order to know the influence of working hours on employees' satisfaction, Sarah and Alwine (2012) used large panel data from German households. They found that high working hours and overtime do not lead to decreased satisfaction. Instead increasing working hours have positive effects on life and job satisfaction, but the desire to reduce working hours has a negative impact on satisfaction. They also got to know that the overall number of working hours by which employees want to reduce their work time is driven mainly by overtime compensation. Ahmed and Skitmore (2001) explained the nature of that conflict and its effects on managers. Through their survey, they found that the respondents would trade some earnings for family time, job related issues invoking security, flexible working hours and high profile all valued ahead of leisure activities, but at a cost of behavior based, time based, strain-based conflicts in that order. The suggestions they gave are clear separation of work and family role and activities, not bringing office work home, and somehow creating family time needed.

Keung Wong and Annie Ko (2009) found that in order to retain the workers, factor to be considered is to provide more flex time. Their study used in-depth interviews and self-administered questionnaires to collect the data. Through this study they understood that a compared work week transforming six-day work week pattern to five day has proved to be successful.



Six factors such as work place support for family matters, aligns to works flexibility on work schedule, life orientation, voluntary decrease of contracted hours to fulfil personal needs and finally up-keeping the work and career, result in a good work life balance to the employees to deal with the personal and professional matters. They suggested to listen to the employees and appreciate their differences and needs and also to provide more free time and increase flexibility on work schedule.

Hill, Hawkins, Ferris, Weitzman (2001), through Descriptive statistics showed that about half of the employees had difficulty with work life balance. They found that perceived job flexibility is related to improved work life balance after controlling for paid work hours, unpaid domestic labour hours, gender, marital status and occupational level. It was found that just as flexibility in family processes diminishes potential family stress, flexibility in work processes can help employees manage the contemporary stresses associated with balancing work and family demands.

Chaing, Birtch, Kwan (2010) found that besides work stress, work life balance practice is also believed to moderate the link between work demands and stress outcomes. Work life balance encompasses a wide series of programs which includes flexible scheduling and work arrangements, family leave, employee assistance programs, counselling services, child care services.

Increasingly the firms have initiated work life balance policies as part of their efforts to increase employee commitment and reduce turnover. Work life balance may moderate the impact of job demands on stress outcomes. It also serves as a coping mechanism for employees to manage and balance both work and non-work demands. Work life balance availability will signify to employees that their organizational care about their well-being. Work life balance can also help reduce job stress and improve their work adaptability and adjustment.

According to Mohanty and Mohanty (2014), hotel industry is distinguished from other industries in respect to provision of services round the clock. Others found that the employees of star hotels in Odisha State had experiences of pressure of multiple roles, ever changing and abnormal working schedule, health hazard which impacted positively on their satisfaction. The human resource management has an important role to play in deciding where flexibility can make the optimum contribution be given to the development of guidelines to ensure that working hours should not affect the work life balance of employees. Flexible work policies need to be integrated into the overall strategic plan. They also found that management support is necessary for effective work life balance programs. The work place should be responsive to employee needs.

Due to seasonal nature of hotel business and high attrition rate in the industry, it suffers from acute manpower shortage. Sometimes the employees are compelled to take up the extra load by working for long hours. And this will result in imbalance of work n life. According to Peshave, Gujarathi (2014), the hospitality industry is characterized with long working hours in different shifts, hard work, unpredictable weekly offs, etc. Thus, employees have a poor work life balance with negligible social life. The average working hours of the hotel employees is 12-14 hours during which they are expected to be on their feet almost all the time. Moreover, due to seasonal variations in the business, the hotels operate staff so as to keep the labour cost low especially during the off-peak season thereby increasing the workload and work timings of the existing employees. The operations in the hotels are very dynamic and unpredictable in nature many a times to cope up with same, employees have to work on their scheduled day-offs at the cost of their plans with their families on such days. They found that scheduling conflicts and pressure of multiple roles are the major components of poor work life balance of hotel employees. The measures are not effective. They suggested that management should analyse the issues related to work life balance of its employees and should design and implement policies to resolve the issue.



Deery (2008) mentioned the issues relating to obtaining work life balance have received substantial attention over recent years, especially in the area of contemporary organizational research. Less attention, however, has been given to researching the impact of work life balance in hospitality area. Authors discuss the impact that non-work factors such as job stress and burnout have on an employee's intention to leave an organization and in particular, they focus on the roles that job stress, work-family conflict and the characteristics of the job have on this vital decision. Their research together has more recently provided the underpinning for future work in this area. The authors suggest that the levels of conflict between work and family will be impacted by the levels of support employees receive, the personal attributes they bring to the job, the industry norms and the way all these components are managed in the workplace.

Biswakarma and Mukharjee (2015) found that on the whole, there is a complete absence of work life balance in both the hotels that were considered for this study. It is an accepted fact that hospitality work is categorized as low skill and poor wage provider. This study reiterates an accepted and highlights the issue that has been stated in a number of earlier works from various parts of the world. There is lack of committed research in the study location and not much value is recorded to such work is also a fact that stands out. The study clearly indicates the trend that can be gathered from other hotels of similar standards and lower category hotels. It can also be noted that employee satisfaction on wages and other benefits do contribute in improved work life balance. The results clearly show that it is an alarm signal for the hotels to address with immediate effect or else in future they may be burdened with demotivated employees as well as no interested fresher's who are ready to join.

Baral and Bhargava (2010) stated that work life balance has become a subject matter of concern to scholars as well as business leaders because of the contemporary demographic, technological, environmental changes and changes in the individual expectations and aspirations, in India, the demographic changes are seen in the forms of increasing number of women in the workforce and increasing number of nuclear as well as dual earner families, which have put considerable pressure on both men and women to manage their work and family obligations. Technological advancement is seen in increased reliance on and use of internet and telecommunication. As a result, many employees are taking work outside office which has blurred the boundary between work and family. The results they found were regarding usage of work life balance suggest that availability of work life balance may not be sufficient enough to enhance individual's affect and performance in the family domain. It may be that developmental policies and practices such as training programmes have greater potential to enhance skills and knowledge required to improve performance in the family domain.

Felstead, Jewson, Phizaklea (2005) Walters discussed that work life balance and family friendly employment is much in vogue among politicians and business leaders. Often, but not always, working at home is included within such practices. However, the concepts of work life balance and family friendly are commonly left ill-defined by researchers and policy makers alike. Employment may be conceived as the purchase of workers' time and presence, but only for part of the day, week or year. Spaces and times of employment have boundaries, therefore, which are juxtaposed to non-work times and places. Placing working at home in the context of work life balance directs the attention towards the theoretical frameworks offered by those who have sought to identify the characteristic features of workplaces at the forefront of these developments. Four salient are perspectives, institutional, organizational adaptation, high commitment and situational theories.

According to Karatepe (2009), frontline employees in the hospitality industry are the main actors in service delivery and complaint handling processes. They often carry heavy workload and experience work family conflict and family-work conflict that are conflicts in the work family interface. Frontline employees in the hospitality industry experience conflicts in the work family interface due to the unavailability of a family-supportive work environment. That is, since many hospitality firms are



devoid of family-friendly programs and benefits, employees are unable to establish a balance between their work and family roles. These stressful and demanding situations engender emotional exhaustion, which is the initiator of burnout syndrome and is a psychological response to stressors on the job. Heavy workload and conflicts in the work family interface, coupled with emotional exhaustion, impede retention of employees and result on poor service delivery. The results found, suggested that work overload and conflicts in the work family interface influenced job embeddedness and job performance only via emotional exhaustion. It seems that management of hotels should take into consideration the establishment and maintenance of a family supportive work environment, effective hiring practices for frontline service jobs, and mentors or senior employees as potential mentors providing professional assistance to employees.

Namasivayam, Zhao (2007) stated that researchers have demonstrated that work family conflict is a two-dimensional construct consisting of conflict arising when work roles interface with family roles(WIF) and family related roles interface with work related roles(FIW). Antecedents of WIF include long hours, lack of supervision and other work role stressors and characteristics. Antecedents of FIW are more likely to be family role stressors such as elder care, or single parenting. Research has shown that supportive aspects of the work environment have a positive influence on the job satisfaction. On the other hand, work stress, conceptualized as work-role conflict, work-role overload, work-role ambiguity, is negatively related to job satisfaction and positively to Work Family Conflict (WFC).

4. Problem Statement

The research gap is identified by reviewing some of the research papers. After reviewing the above research papers, it is understood that work life balance is very much important in the hotel industry as they have only one weekly-off. It is also found that if work life balance is not managed properly, it will affect the performance of the employees and productivity in the organization. All the above literature review was focused on work life balance and its effects on employees, managers of the hotel industry. Therefore, it is found that there is a scope for doing the dissertation on work life balance in Hotel Industry for the housekeeping employees of five-star hotels in Bengaluru.

5. Objectives of the Study

1. To study work life balance situation among the housekeeping employees.
2. To identify causes and effects of work life balance of housekeeping employees through data collection.
3. To analyse the process in which Work Life Balance influences Job Performance.
4. Suggestions for improving Work Life Balance to Housekeeping Employees.

6. Research Methodology

Hypothesis 1

H_0 Work shifts will not have a positive effect on Job Performance

H_1 Work shifts will have a positive effect on Job Performance

Hypothesis 2

H_0 Interference of Professional and Personal life will not have a positive effect on WLB

H_1 Interference of professional and personal life will have a positive effect on WLB

Hypothesis was formed based on the theoretical research. A possibility or proposed description made based on the limited evidence as a starting point for further investigation.



6.1 Sampling

Sampling is the process or method to select a representative part of a population for the reason of determining characteristics or parameters of the complete population. Stratified random sampling has been used in this research and, to be more specific, random sampling. Sekeran (2003) also identifies two types of sampling design. Wherein stratified random sampling refers to a type of sampling method. With stratified sampling, the researcher divides the population into separate groups, called strata. Then, a probability sample (often a simple random sample) is drawn from each group. Stratified sampling has several advantages over simple random sampling (Sekaran, p.276). While each sampling design has advantages and disadvantages, stratified sampling enables the research to indicate the population into each group with which samples results deviate in differing degrees about the population (Welman, 2005, p.56).

The research aims to identify the effects of work life balance of housekeeping employees on the job performance of the five-star hotels in Bengaluru. Hence, stratified random sampling has been chosen; this is also because there can be an estimate on exactly which employees in the hierarchy will be willing to participate.

This sampling design has been chosen as it has two important advantages. Firstly, such investigations have the least bias, and the result can be considered as the general view of the population (Sekeran, 2003). Secondly, the process is not dependent on the employee's availability on that particular shift (Bryman, 2005 p. 96).

The researcher designed the interview script to direct the research towards a logical output. This sampling design assisted the researcher to direct the respondents and create a flow in the interview sessions. The main aim of directing closed-ended questions was to create understanding in respondents about the research and filtering the responses towards the research problem. The questions were written in English; hence back-translation was done to make the housekeeping employees understand the questions and allowed them to answer.

7. Results and Discussions

Reliability analysis

Table 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.815	0.813	12

Table no 5.2,a value of 0.815 reported of these items is an estimate of true alpha, which in turn is lower bound for true reliability. Reliability can further be confirmed by calculating the Cronbach's Alpha each time by deleting one item form the total Statements. Mean, Variance and Cronbach's Alpha was further calculated by deleting one item.This further confirms that respondent's responses are consistent and reliable.

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity	Approx. Chi-Square	191.766
	Df	45
	Sig.	.000



The KMO in table no 5.2, measures the adequacy of sampling, i.e.; it determines if the responses that were given with the sample were adequate or not. The value of KMO should be close to 0.5 for a satisfactory factor analysis to proceed.

The KMO statistic (0.792) is higher than (>0.6) in the table shown below

Hence, factor analysis is acceptable and is considered as an appropriate technique for further analysis of data.

Table 3 Rotated Component Matrix

	Component		
	1	2	3
Balance	.788	.220	-.052
Workload	.066	.056	.811
Performance	.509	.163	.290
Overtime	.774	.091	.020
Shifts	.401	.716	.123
Supportive	-.100	.597	.451
Understands	.514	.136	.321
Interfere	.471	.090	.565
Comfortable	.196	.728	.142
Environment	.140	.719	-.085
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			

From the above rotated component matrix table 5.3, the cut off value taken is 0.5. If any of the variables does not have a cut-off value, keep excluding those variables and again run the factor analysis until all the variables are above the cut off value point to get appropriate results. For every variable the rotated component matrix consists factor loading values. Hence, a variable which is appearing in one factor does not appear in the other factor. From the above rotated component matrix table 5.3, we consider the highest value from the corresponding variables and group a factor. Once the variables are grouped using the cut-off point the factors are labelled based on the variables having value more than the cut-off point for the corresponding factor.

Correlation 1

- **Comfort zone and Work shifts**

H_0 Work shifts will not have a positive effect on Job Performance

H_1 Work shifts will have a positive effect on Job Performance

**Table 4 Correlation on Comfort Zone and Work Shifts**

		Comfort zone	Work shifts
Comfort zone	Pearson Correlation	1	.556 ^{**}
	Sig. (2-tailed)		.000
	N	94	94
Work shifts	Pearson Correlation	.556 ^{**}	1
	Sig. (2-tailed)	.000	
	N	94	94

variables having value more than the cut-off point for the corresponding factor.

** . Correlation is significant at the 0.01 level (2-tailed).

From the table 5.4 variable one i.e. comfort-zone is representing independent variable and work shifts is representing dependent variable. From the above statistical data, we observe that correlation is between the two variable is at 0.01 significant level. There is a positive relation between the two variables recognition and compensation with correlation value 0.556. It can be concluded that comfort zone shows highest relation with the work shifts, it can be explained that until and unless the employees are comfortable expressing their problems of work shifts, the WLB problem will not be solved, and that because of work shifts, there will be lower levels in performing the job. This is how work shifts is dependent on comfort zone of the employee job performance. Therefore, H_1 hypothesis is accepted that Work shifts will have a positive effect on Job Performance and Null hypothesis is rejected.

Correlation 2

Interference and Abnormal shifts

H_0 Interference of Professional and Personal life will not have a positive effect on WLB

H_1 Interference of professional and personal life will have a positive effect on WLB

Table 5 Correlation on Abnormal Shifts and Interference of Personal and Professional Life

		Abnormal shifts	Interference of personal and professional life
Abnormal	Pearson Correlation	1	.486 ^{**}
	Sig. (2-tailed)		.000
	N	94	94
Interfere	Pearson Correlation	.486 ^{**}	1
	Sig. (2-tailed)	.000	
	N	94	94

** . Correlation is significant at the 0.01 level (2-tailed).



From the table 5.5 variable one i.e. abnormal shifts is representing independent variable and Interference of personal and professional life is representing dependent variable. From the above statistical data, it is observed that correlation is between the two variable is at 0.01 significant level. There is a positive relation between the two variables abnormal shifts and interference with correlation value 0.486, it can be concluded that abnormal shifts show highest relation.

8. Conclusions

From the research, it can be concluded that when the work life balance is not properly maintained, it will result in low job performance. Here, the research is concentrated on housekeeping employees in hotel industry who work for more than normal working hours. From the study, it is found that most of the employees are not satisfied with the working hours and shifts. Working hours and irregular work shifts result in low job performance. It is also found that housekeeping employees, or any kind of job related problems, leads to stress. Because of less communication about job related problems, there is always a gap for understanding what the employee is actually going through. From the research, it is known that the work and home life interfere with each other resulting in conflicts and poor job performance. Because of the abnormal working hours and shifts, family comes into picture. There will be conflicts in family due to irregular working hours, and these conflicts interfere in workplace. This again leads to improper WLB. Therefore, the hotels have to take care of the workload, stress that are undergone by the employees, and take steps to improve job performance. From the study, it is concluded that the presence of work life balance in the organization, will improve the job performance.

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