

**A Study on Work Life Balance of Middle Management Employees
with Special Reference to Five Star Hotels in Pune City.**

A Thesis Submitted to

Tilak Maharashtra Vidyapeeth, Pune

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Board of Management Studies**



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Tilak Maharashtra Vidyapeeth, Pune
Undertaking

I, Miss. Aditi Madhav Joshi, am the Ph.D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled ‘A Study on Work Life Balance of Middle Management Employees with Special Reference to Five Star Hotels in Pune City’, under the supervision of Dr. Suvarna Sathe, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

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Annexure IV
Certificate of the Supervisor

It is certified that work entitled, ‘A Study on Work Life Balance of Middle Management Employees with Special Reference to Five Star Hotels in Pune City’, is an original research work done by Miss. Aditi Madhav Joshi under my supervision for the degree of Doctor of Philosophy in Management to be awarded by Tilak Maharashtra Vidyapeeth, Pune. To best of my knowledge this thesis

- Embodies the work of candidate herself
- Has duly been completed
- Fulfills the requirement of the ordinance related to Ph.D. degree of the TMV
- Up to the standard in respect of both content and language for being referred to the examiner.

Signature of the Supervisor

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Miss. Aditi Madhav Joshi

Abstract

Purpose of study

The typical characteristics of working in the hotel industry are irregular hours of work and various shifts and working at weekends, this impact mainly on employees work life and family life of employees, which leads to higher staff turnover, hotels do understand this but the lack of a proper framework to address this issue.

Hotel employees have to work for long hours during the peak seasons, and whenever the hotel is operating to its full capacity. In hotel industry guests are always demanding, and its hotel employee's job to fulfill the demands of the guest, and therefore it has consequential impact on employee's work-life as well as on their families, it becomes difficult for employees to work in multiple roles. Many industries have acknowledged the issue of work life balance as it is mainly difficult to achieve this due to hours of working and the hospitality industry is such an industry of having 24 by 7 working its most difficult to achieve this and but many organizations are creating awareness about how to balance this imbalance through following work life balance practices. The basic objective of an organization should be to develop a work environment that will lead to motivation, employees feel motivated work this is the time where the organization should move ahead from traditional job design, and give more focus on how to increase efficiency and performance of labour by adopting procedures of work-life balance. As the quality of work-life is more important for better performance and job satisfaction which will overall impact the well-being of the organization.

Background

According to Moore, (cited in Banu & Duraipandian, 2014) A good work-life balance is defined as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and, for the most part, do so. According to Pandey (cited in Lakhera, 2019) Work-Life Balance as a state of equilibrium in which the demands of both a person's job and personal life are equal. Explained by (Kumar & Janakiram, 2017) the defining of quality of work life involves three major parts, occupational health care, suitable working time and appropriate salary. The safer work environment provides the

basis for the person to enjoy working. The work should not pose a health hazard for the person.

According to (Thomas & Paul, 2016) Work-Life Balance does not mean an equal balance. It means the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life. Work-life balance is the degree to which an individual is involved in and satisfied equally with their job and personal roles. Work-life balance means a person's control over the condition in their work place or work life balance is a phenomenon when satisfaction and good functioning at work and home with a minimum of role conflict.

The present study highlights the work life-balance of middle management employees working in five star hotels located in Pune city. For the study factors which influence work- life balance such as personal factors, organizational factors, hotel policies and practices followed to provide quality of work life were considered.

The result of the study can be useful for the hotels to provide quality of work life to its employees as well as of middle management employees for achieving the work –life balance.

Objectives of the Study

1. To find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city.
2. To study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in Pune city.
3. To correlate work-life balance and job satisfaction of the Middle Management employees of five-star hotels in Pune city.
4. To study the effect of work-life imbalance on family life and health of middle management employees of five-star hotels in Pune city.

Hypotheses

H₁: There is a significant difference amongst respondent about Human Resource Practices which helps in managing work life balance of middle management employees working at five star hotels.

H₂: There is correlation between personal factors which helps in maintaining work life balance of middle management employees working at five star hotels.

H₃: There is correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five star hotels.

H₄: There is correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five star hotels.

H₅: There is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five star hotels.

H₆: There is significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five star hotels.

H₇: There is a significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five star hotels.

Data Collection:

Primary and secondary data were used in the research. The primary data was collected from 437 employees working at the middle management level of 5-star hotels as well as 10 human resource managers from the five-star hotels. Thus, the primary data is quantitative and formed a balanced mix of the supervisory as well as managerial perspectives to attain the objectives of the research. Further, the secondary data were collected at various stages to understand, describe and enhance the study.

A structured questionnaire was created by the researcher to gather the data from middle management employees. The questionnaire was divided into three parts. All the demographic questions were covered in the first part of the questionnaire. The second part of the questionnaire was dedicated to work-life balance practice followed in the organization. The main purpose of this part was to collect the information related to work-life balance practices followed in the five-star hotels in Pune city. The third part of the questionnaire included the questions related to personal factors and organizational factors that imbalance work and family life. 'Likert's Scale' was used in the second and third parts to get accurate results. Structured interviews were conducted for human resource managers from 10 five star hotels to support the employee questionnaire.

The reliability and validity of the questionnaire were checked for consistency in results using Cronback's Alpha. Generally, the questionnaire is said to be reliable when the value is above 0.5. In this case, the Cronchback's α value is 0.911 and is considered as very good reliability for the instrument used.

Data analysis and hypothesis testing

Analysis was carried out using statistical software. The primary data was collected in a questionnaire form and the questions were close-ended. The Statistical Package for the Social Sciences Program (SPSS) version 17.0 was used in this study for all the statistical assessments. The data set was screened and examined for incorrect data entry, missing values, normality and outliers. In this study, descriptive statistics are used followed by inferential statistics including weighted mean, correlation matrix, KMO and Bartlett's Test, Rotation: varimax with Kaiser Normalization methods used to test the hypotheses.

Conclusion & Suggestions

Conclusion 1

Work-life balance practices leaves: Achieving the work-life balance is a two-way procedure. Leaves play major role in work-life balance practices followed in the organization. Supervisors irrespective of their demographic, hotel and the department they are working in, approval of leaves takes time more than required. Employees are not aware about the leaves that they are entitled. All the hotel's supervisors are permanent. Hotels don't offer part-time jobs at these positions. The hotel rarely sanctions personal leave over the telephone irrespective of the hotel that they are working. It was also seen from the study that it is one of the most crucial factors of work life imbalance.

Conclusion 2

Rewards and Monetary Benefits: Hotels always follow a Reward system to improve the performance of the employee irrespective of the hotel that they are working in. These rewards are based on customer evaluation of service, for serving the customer well. The same questions were asked to human resource managers how they decide to reward the employees there was no discrepancy on this.

Conclusion 3

Facilities & Fringe Benefits Provided by Hotels: Hotels provide pick up and drop facilities after late-night shift irrespective of the hotels they are working and the gender. All the five-star hotels located in Pune city provide recreational rooms, health insurance, canteen facilities and uniforms but don't provide onsite child care. Facilities and fringe benefits based same questions were asked to the HR managers there was no disagreement.

Conclusion 4

Training and Development

It has been concluded that all the hotels do provide continuous and extensive training to supervisors on serving the customers for handling their problems. All the hotels identify training needs through a formal performance appraisal system and the managers are involved in identifying the training needs of the employees. There was disagreement on the satisfaction level of the training. All hotels' human resource managers said employees are

satisfied with the quality of the training but employees responded exactly opposite they are not satisfied with the quality of training they go through irrespective of the hotel that they are working in. Dissatisfaction in a training programme may lead to poor job performance, low productivity, low morale, low motivation, less job satisfaction and imbalance in the quality of work life.

To support the objective one which is to find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that the work-life balance practices such as leave, reward and monetary benefits, facility and fringe benefits and training and development are integral part of the organization work culture but there is a significant difference amongst respondent about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels. The significant difference about following practices such as sanctions of leaves take time more than required, career breaks and care leaves, and religious break, paternity leave, assistance for child care, flexible work arrangements, sanctions of leave over the telephone. As well as there is significant difference amongst hotel human resource practice followed in five-star hotel difference practice such as care leave, career break, paid paternity leave, which means they are not commonly followed.

Conclusion 5

Personal Factors – Imbalance in Work-life Due to the family: It has been concluded that middle management employee's irrespective of the department and hotels they find it difficult to reach on time to work due to family duties. Due to stress & strain at home supervisors are not able to separate work and family issues. An emergency in the family affects their concentration at work. It is difficult for an employee's family to understand his/her work demands which impact their family relationship. Due to unforeseen circumstances at home employees sacrifice his/her duties at work. They find it difficult to enjoy their social engagements without hampering their work commitments. They normally exceed the amount of leave due to family responsibilities irrespective of the family status such as marital, single, and living type such as joint, nuclear. They find it difficult to give ample time to their friends & families without hampering their work

timings. Employee cannot concentrate on their work due to the dependent care issue at home irrespective of the hotel they are working with. To support the objective two which is study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in Pune city. a hypothesis was formed and tested the hypotheses proves that there is correlation amongst the variable of personal factors which helps in maintaining the work-life balance of the middle management employees but variables such as family responsibilities, stress caused by family responsibilities, spending time with friends, and social engagements are the dominate variables which affect the work-life balance of middle management employees

Conclusion 6

Organizational factors: All the middle management employees irrespective of the department and the hotel that they are working their work timings are fluctuating, they often get break shifts, their duty rosters are fluctuating, they are frequently doing overtime and they have timely deadlines at work. Therefore, it has been concluded that due to above said factors there is an imbalance in the work-life of the employees.

Conclusion 7

Organizational factors - Perks & Benefits

It has been concluded that all the five-star hotels in Pune city provide the following facilities free of cost - good canteen, recreation, transportation, health protection scheme, medical insurance, medical reimbursement and medical leave, EPF, ESI gratuity etc. as per the statutory requirement. Some hotels offer paid vacations for the employees with their families as part of their perks. It can be seen that employee benefits are well planned and followed in all the five-star hotels.

Conclusion 8

Organizational factors- Work culture & Work Environment

The work environment plays an important role to measure the success of the organization. It creates significant impact on employee performance. It has been concluded that the atmosphere in all five start hotels is cheerful and pleasant. Hotels provide good & safe

work conditions like lighting and ventilation. Managers always help employees when they are in problem. Supervisors are self-sufficient in doing work and decision making. They enjoy working in the hotel industry. They feel secure in their jobs as they have well-defined task to perform. Employees don't complain about repetitive and monotonous work. But all the supervisors responded that employees often complain about their work timings. The pay packages offered by the company are in tandem with the workload and working hours. But hotel human resource managers replied that, employees in the organization are overworked and underpaid. All supervisors have equal opportunities of promotion. Supervisors do experience job-related stress and strain at work. The grievance redressal procedure is well prepared and prescribed. There is an informal communication between co-workers and subordinates during the rest hours of the organization. That means, there is a good bond between team members. It was often seen that hotels do consider the inputs of supervisory staff while making decisions as they face actual customers and scenarios themselves. All the hotels provide a sense of security through honest communication and transparency about the company's health and long-term viability.

To support the objective two which is study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that there is correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels but within the organization factors following variables affect the work-life balance of the middle management employees job satisfaction, promotion policies, work culture and work environment, work performance, break shifts.

Conclusion9

Recruitment and Selection: Recruitment and selection policies and processes are very important to achieve the organization planned goals. All the hotel's said employees are fully aware of the nature and responsibilities of the job at the time of submission of application. They are aware of the monetary packages at the time of joining, they are aware of the promotion and career advancement opportunities at the time of submission of application. All the hotels strongly agree that the recruitment policies in their organization are effective and transparent. All the selection procedures followed in the organization are

fair and equitable. All the hotels have an efficient reference checking system; HR managers participate in the selection process. The selection system in the organization is capable of selecting the desired candidates. The organization has adequate manpower in peak seasons. Everyone selected for the job needs to pass through training and induction. The organization provides job descriptions and well-defined tasks to supervisors. Technically HR policies look sound and employee appointment and career advancement path is clearly mentioned to the employees at the time of joining.

Conclusion 10

Factors influencing HR WLB Policies: Performance and Appraisal: It has been concluded that all the hotels strongly agree that they follow a performance appraisal system. Performances of the employees are measured based on objective quantifiable results. Employees are provided performance-based feedback and counseling. Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees. The appraisal data is used for making decisions like job rotation, promotion and compensation. Employees have faith in the performance appraisal system. The salary and other benefits are compatible with the market.

Conclusion11

Job security: It has been concluded that all the hotel said employees' jobs are well-secured Employees can expect to stay in the organization for as long as they wish. If this company was facing economic problems, employees in this organization would be the last to get cut

To support the objective one which is to find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city. A hypotheses was formed and tested the hypotheses proves that there is a significant difference amongst the Organizational Practices such as in recruitment and selection career advancement opportunities, adequate manpower in peak seasons, performance based feedback, data used or making decision like job rotation, promotion and compensation, salary and other benefits are compatible with market, counseling services for supervisors, onsite child care ,relocation and placement assistance, stay in the organization as long as they wish, if hotels are facing finical problem employees are last to

get cut, empowered to solve customer problem, encouraged and allowed to solve customer problems by themselves, do not have to get managers approval before they handle customer problems, extensive customer training before they come in contact with customer, continuous training to provide good service, training on how to serve customer better these are the factors which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five star hotels

Conclusion 12

Organizational factors: Job satisfaction – Job satisfaction is a key contributor in the achievement of quality of work-life according to the Herzberg two factor theory. A Job satisfaction is related to achievement at work, recognition at work, responsibility, growth and advancement at work these factors are also known as motivational factors. It has been concluded that promotion rules and requirements are well defined in all the five-star hotels. Promotion depends upon employee's work performance, and the hotel has a perfect assessment system for promotion this means Promotion is fairly followed in all the five-star hotels. But still, supervisors feel that that promotion depends on employee relations with the manager. On the contrary, supervisors point out that job performance evaluation done by managers is fair and based on clear performance standards irrespective of the hotel they are working. Supervisors are satisfied with the hotel's promotion policy. In all the five-star hotels salary is at par with the market standards. All the hotel said Supervisors are empowered to solve customer problems. Supervisors are encouraged and are allowed to handle customer problems by themselves. Supervisors do not have to get management's approval before they handle customer problems but have to take managers approval for monetary settlements like complimentary or service recovery. Hence it can also be said that healthy work- life practices lead to job satisfaction which then reciprocates in rendering better quality output. To support the objective 3 which is to correlate work-life balance and job satisfaction of the Middle Management employees of five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that there is correlation between human resource practices which are leave, reward and monetary benefits, facility and fringe benefits, training and development helping in maintaining work life balance and contributing to the job satisfaction of middle management employees

working at five-star hotels. Apart from training and development rest all the factors help in maintain job satisfaction.

Conclusion 13

Perception factors-Imbalance in Family and Social Life Due to Work: It has been concluded that because of characteristics of the job, supervisors find it difficult to celebrate festivals with their family and friends. Their behavior in the family is affected badly. Stress at work makes them irritable at home and it becomes difficult for them to lead a healthy social life. Their position in the hotel requires long and irregular work hours preventing them from doing their family duties and family responsibilities irrespective of the hotel they are working in. it was also seen that the quality of social life hampers negatively due to long working hours, odd working hours as well as unpredictable work schedules.

Conclusion 14

Experiential Factors – Imbalance in Health Due to Work: It has been concluded that supervisors find it difficult to get adequate sleep at night. They do not feel relaxed and comfortable when they are at home. They find it difficult to manage time to exercise, eat properly and keep themselves healthy. They feel anxious or upset because of what is happening at work and find it hard to relax and just do nothing, even when they are away on holiday. They start their day tired irrespective of the hotel they are working. To support the objective 4 this is to study the effect of work-life imbalance on family life and health of middle management employees of five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that there is There is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels

Suggestion 1

Organization needs to stick with the standard operating procedure for the approval of leaves. There is a big discrepancy here about the Care leave, career break, paid adoption leaves and paid paternity leave. This means employees are not aware about their leaves so the human resources department needs to convey to their employees in detail about what

kind of leaves they are eligible to take. The organization should start providing career breaks that will help to retain the employees. The hotel should provide the cultural break on regular basis. The hotel should start providing paid adoption leaves. Hotels should start providing child care assistance. It will be very helpful for the supervisors who are having children dependent on them. The organization should provide flexible work arrangements irrespective of the hotel that they are working. As in the hotel industry, it's a bit difficult to provide all types of flexible work arrangements as its service industry and characteristic is heterogeneity and inseparability therefore hotel can think of offering flexible time in duty rosters and part-time work, it has been implemented in hotels in abroad and Indian hotels can try to implement it for their employees.

Suggestion2

All the five-star may start providing the facility of onsite child care or bringing the child along at work for time being till government norms are relaxed for day care. Which will help all the employees in hotel irrespective of their status, this leads to mental and psychological stability especially employees who have care issue of children as according to the border theory employees have a hard time to separate the thought about home responsibilities and work, they spill over in both sides, providing onsite child care may enhance the concentration of the employees at work.

Suggestion 3

Hotel needs to take cognizance about these training programmes, and must take honest feedback of every training session that they arrange and evaluate the feedback without any prejudice. This may improve the quality of the training programmes and well-trained employees will return value to the organization in terms of productivity; it reduces cost and gives greater organizational stability.

Suggestions 4

Every individual play multiple roles and every role expect an outcome, it is very difficult for the person to manage everything at all the times. Considering the nature of the service industry which is working in shifts and serving the customer with a smile all the time is at priority. To avoid the conflicts between the roles that individual play is a task. It can only

be achieved through combining efforts from work, family, and friends. Value everyone's time and efforts, transparent communication, understanding each other and core competencies of the individual.

Suggestions 5

Hotel may plan the duty roster in adopting a few new techniques such as a staggering roster. Rather than traditional patterns, these types of duty rosters will help to plan the manpower in correct way which will avoid the long working hours and break shifts. The hotel may share duty roster options with entire staff which will help in reducing the perception of favoritism amongst other staff. The most experienced and skilled staff can be rostered during busy timings, this will reduce the load on the supervisors as in busy period supervisors often need to fill the gap during busy time.

Suggestion 6

Promotion rules and related policies are very important for the long-term viability of the organization. Supervisor feels that promotion is based on the manager's decision, the organization must consider this. Hotels can implement more transparent performance appraisal system.

Suggestions 7

Hotels can arrange festival dinners for the supervisors with their family or family day at work. To avoid the irregular hours and fluctuation in shifts manage the manpower in the best possible way, like planning duty rosters, giving the right job to the right person so the burden is lesser. Track the stressors so that it will help to analyze the situation. Ask for help if needed at professional level. Communicate with family to avoid misunderstandings. Human resource may help in training supervisors to prioritize actions, thoughts and situations at the work place.

Suggestions 8

Supervisors need to learn how to draw the line between work-related issues. It's difficult as per the spillover theory employees often carry thoughts from home to work and work to home therefore; they have to take immense efforts to draw the boundaries between work

thoughts and work-related issues. This can be controlled through meditation, relaxation, start working on hobbies and engage mind in the activities that helps to avoid the thoughts related work. Plan your day as much as possible one can. One can follow the schedule that one has planned this is important due to the nature of the hospitality industry is demanding and work 24 by 7.

Other Learning's -Team Members

Working in hotels is all about team efforts. If the team working fails the day to day running of the hotel will not be smooth. All the middle management level staff has an important task to manage the team, perform along with them while getting the job done. It has been concluded that all of the members are often supportive, they know their role and responsibility in the team, and they have transparent communication. There is a good system within the team to settle the conflict. Working with the team members motivates them to do their best. All The hotels make adequate efforts to get the opinions and ideas of team members.

Demographic of the Respondents

There are 10 Five-star hotels located in Pune city. They have been accredited five stars according to the ministry of the government of India and the Federation of Hotel and Restaurant Association of India. To understand the work-life balance of the supervisors working at five-star hotels located in Pune city. Demographics such as gender does not make any difference for imbalance in work and life, but respondents who are aged between 21 years to 31 years, who are married, their spouses are working, have children and live in nuclear family, they have imbalance in work-life. The majority of the supervisors have total work experience between 6 years to 11 years and the majority of them are graduated in hotel management. Their status of employment is permanent.

Future scope:

- Work- life balance can be studied for employees working at different level like top management, trainees, below supervisor and different type of hotel like 4 stars to 1star and different cities and states in India.
- Does imbalance in work- life lead to employee turn-over? Can be studied further
- Does imbalance in work – life changes employee mind to diversify form the hotel industry? Can be studied further.
- Physiological factors associated with work-life balance can be studied further.
- Theories of remuneration related to work-life balance can be studied further.
- Types of stress caused by imbalance in work-life can be studied further

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Chapter 1

Introduction

This chapter introduces the research topic and its theoretical background. It narrates the basic understanding to various concepts and constructs used in Research.

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1.1 Introduction: Tourism an Overview

The travel and tourism industry is a global phenomenon yet difficult to pin point one area as it includes many ancillary. These ancillary industries comprise of hotel industry, aviation industry, restaurants, travel agents, tour operators to name a few. The tourism industry has direct effect on the progress of the nation, in developing countries like India. It is a key contributor to the Indian economy by generating employment, entrepreneurs, developing the infrastructure, and foreign exchange earnings contributing to the Gross Domestic Product (GDP) of Indian economy as well as world economy as well.

According to the World Travel and Tourism Council (WTTC) Economic impact report 2019, Travel & Tourism contributed US\$8.8 trillion to the global economy in 2018. This comes to 10.4% of global Gross Domestic Product; the sector has seen a growth of 3.9% in 2018 quicker than the global economy's growth of 3.2%. It has surpassed the whole economy growth for the eighth successive year. Travel & Tourism was the second-highest rising sector in 2018, only slightly behind Manufacturing, which grew by 4.0%. India has contributed a 6% share, in Global Travel and Tourism GDP.

India ranked 8th position in the world's largest and fastest-growing economies in 2018. India travel and tourism contribution to the world GDP is US\$ 247 billion. India travel and tourism contributed to its GDP is 9.2% in 2018 and total travel and tourism GDP growth is 6.7% WTTC predicted that India's Travel & Tourism contribution to GDP will be more than double, enabling the country to climb from the eighth position in 2018 to third place by 2029.

India has contributed to travel and tourism by 8.1% of total employment. The above facts and figures show that India has done extraordinary growth in the travel and tourism industry having said this, India formed and presented its first tourism policy in 1982 (ministry of tourism) the growing influence of tourism sectors as an economic powerhouse, and its potential as a tool for development is undeniable it not only contributes to the economy but it has multi-dimensional effects by creating employment generation in divers kind, infrastructural development, improves the quality of life, creates the awareness about the environment, supports heritage and culture.

According to the ministry of tourism annual report 2019, India has seen remarkable growth in Foreign Tourists Arrival's (FTA) which were 10.56 million in the year 2018 with a growth of 5.2% over the previous year. Foreign Exchange Earnings for the year 2018 were Rs. 1, 94,892 crores (Provisional estimates) with an increase of 9.6% over the prior year. Foreign Exchange Earnings during the period 2018 was US\$ 28.592 billion (Provisional estimates) with a development of 4.7% over the previous year.

While looking at the above growth facts the Indian government has taken several initiatives to promote this sector on all platforms aggressively to achieve this growth rate. Ministry of tourism planned key policies to boost the growth of the industry they are as follows (Incredible India, 2019)

- Electronic -visa for nationals of 167 Countries
- The Ministry of Tourism has launched the 24x7 Toll-Free Multi-Lingual Tourist Info-Helpline on the toll-free number. This will help tourist to communicate easily.
- Ministry of Tourism has introduced a 24/7 Live Chat Service interface on the website of the Ministry. This will help tourist to have a safe and easy stay. (Incredible india,2019)
- For the recognition of the Travel Trade Service Providers Ministry of Tourism has set up a Web-based Public Delivery System
- Social Media Key Influencers' Campaign "The Great Indian Blog Train"
- Strong development Tourism infrastructure majorly Accommodation in all the sectors such as five-star hotels to lodges and Connectivity in all the sectors of transportation sector such as air water rail and road to the entire tourism destination and generate the Human Resource to get incredible tourism experience during the visit.

Importance of Development of Tourism Infrastructure

Tourism infrastructure can be defined as tourism policies designed for the tourist to visit the destination hassle-free. (Roday, 2009) Development of tourism infrastructure also includes facilities and amenities like water roads, transport, and accommodation. Infrastructure can be classified on the following basis

1. Accommodation: Hotels, Motels, Lodges, Holiday home Government guest houses
2. Transportation: Air, Water, Road, Rail
3. Food & Beverages: Restaurants, Fast food outlets, Dinners, Dhabas
4. Attractions: Natural, Built, Social, Cultural
5. Telecommunication system: Internet, Telephone
6. Essential Services: Power, water supply

According to the ministry of tourism annual report, 19-20 government has laid down the policies to develop the tourism infrastructure. Tourism infrastructure is majorly divided into 2 parts one which is completely outlook of the government such as to build infrastructure around tourism destination, good road, water supply, road connectivity, and other services and government calls for the private sector to invest and build the other infrastructure such as hotels and restaurants and other services so it will automatically boost the local economy.

1.2 Concept of Hotels

Hotel industry is a very important part of the travel and tourism industry, and it is also the main component of tourism infrastructure. Encyclopaedia Britannica (1964) says the Origin of the word “Hotel” is before 1760, it may have derived from The Latin word “Hospitum”, which means hall in medieval monasteries where people gave place to stay. In France, it’s called “hospice. The word “Hostel” was used then it was called “hotelier” which means head of a unit or the place. The Norman people invented the word “Hotel”.

According to Chakravarti (Cited in Kiruthiga & Magesh, 2018) hotel is an establishment that makes a profit by providing basic amenities like food and shelter. According to Ghosh and Biswanath(Cited in Kiruthiga & Magesh, 2018)hotel is defined as a public establishment that offers basic services like accommodation and catering to the customers for payment. Kaul (Cited in Kiruthiga & Magesh, 2018) denotes in the eighteenth century, long-distance travellers used taverns which were huge in numbers in the country (a tavern means an archaic or literary inn) for taking shelter and food. To encourage travel, Kings built a massive number of accommodations all over the country. The Muslim rulers provided the best possible services like food, accommodation, etc. to travellers through sarais, apart from Dharamshala. according to the (Sufi, 2015)

The hotel industry in India was established by the British people when India was a colony of British people.According to Bond(cited in Sufi, 2015) the hotels that were constructed in the early eighteenth century in India include Charles Ville in 1861 and Savoy in 1895 in Mussourie. In Shimla, Clarkes Hotel was established in 1898, and Savoy Hotel was established in 1902 British people preferred locations that were cooler in summers, for example, Shimla &Mussourie. According to Negi (cited in Kiruthiga & Magesh, 2018) elaborate more on hotel industry progression during the commencement of the nineteenth century of British rule in India, the sarais were replaced by the hotels.

British and Swiss families developed western-style residential hotels in India mainly for their use or for foreign visitors this particular period saw two different styles of hotels. One was the western style that suits foreigners and the other was the Indian style suitable for middle and upper-class people. Western-style hotels were mainly established in cities like Mumbai and Kolkata. Mr. Pallonjee Pestonjee is the pioneer of the western-style hotel in India.

The first western-style hotel was launched in 1840 under the British name in Mumbai. It was read in doctorate thesis by (Bhankhudh, 2017) the older types of Dharamshala still exist to accommodate the needs and requirements of the poor. The end of the nineteenth century saw many western-style hotels established in India. The popularity of these hotels increased because of their efficient style of management, variety of food, and excellent collection of alcohol and wines.

The twentieth century may be called the beginning of star hotels in India. Due to the start of big businessmen and new entrepreneurs, the century saw full-size and modern hotels and the wealthy tourists contributed to the star culture in India. The major star hotels in India are in the private sector. The high-profile hotels include The Indian Hotels Company Ltd., East India Hotels Ltd., ITC Hotels Ltd., Asian Hotels Ltd., Hotel Leela venture Ltd. and Jay Pee Hotels Ltd., etc.(Kannan 2005,pp42-50)

The common understanding of the hotel could be a place where all who conduct, themselves properly and who have the ability and prepared to purchase their entertainment, accommodation and other services including the boarding sort of a temporary home, it's home away from home where tourist changes his role from traveller to guest all the trendy amenities and facilities are available on a payment basis. It's also considered to be an area where tourist stops, cease to be travellers and become customers.

1.2.1 Key contributor to Indian Hotel Industry

According to Allen (cited in Sufi, 2015)1903Mr. Jamshedji Tata the founder of the Tata Empire established the hotel in Mumbai and this hotel is the first-ever hotel to be built by an Indian entrepreneur in India. According to Bond (cited in Sufi, 2015) in 1934, Rai Bahadur Man Singh, the founder of Oberoi Hotel Chain took over Clarkes Hotel (earlier known as Carlton Hotel) in Shimla and Delhi, and in 1938; he took over Grand Hotel of Calcutta. Other important hotels that were built during the Indian British period were The Rugby, Matheran (1876), The Grand Calcutta 1930, The Cecil, Mussourie (1936).

According to the (Sufi, 2015) Post-Independence, India recognized the requirement to make a hotel for the foreign dignitaries and this led to the building of the primary Government invested Hotel Ashok in the national capital. India witnessed amazing growth on the economic front after independence. the govt. of India established Indian Tourism Development Corporation (ITDC) in 1966 by merging the Hotel Corporation of India Ltd, Tourism Corporation Ltd, and therefore the Indian Tourism Transport Undertaking Ltd. the most objective of the corporation was constructing, take over, and manage existing hotels across India hotels “The Ashok’ is that the brand of ITDC’s hotels. (Roday, 2009) in 1982, India hosted Asian games, and to accommodate the visitor's many hotels were built.

1.2.2 Growth of Hotel Industry in India

Hotel industry in India has seen exceptional growth over the period as per the report of market mobility 2019. The market size of the hotel industry in India is estimated at \$22 Billion in 2019, growing at 8.6% by 2025. The share of the organized sector is forecasted to expand from 32% in 2019 to 37% in 2025. The demand is predicted to overtake supply in coming years and as result it will lead to growth in the revenue. There is a strong correlation between the tourism industry and hotel industry. Hotel industry and travel and tourism industry are interdependent. There are many factors which are contributing to the present growth of the hotel industry following are some key years and contributing factors which has led to the expansion of this industry.

- **Pre 1990:** The national tourism policy was announced during this year and the Indian government formulated a comprehensive plan in 1988 to push tourism across India
- **1990-2000:** Many states in India started giving more emphasis on boosting tourism at both levels domestic and international as an industry. The government opened doors for personal sectors to be a part of this industry to develop infrastructure and to get employment through it.
- **2000-2005:** A national policy on tourism announced in 2002 which focused more on developing tourism infrastructure, like airline industry started carrier on a low budget to spice up domestic tourism and online travel portals gave a tremendous boost to the travel industry
- **2015:** Ministry of tourism launched many new policies to extend inbound and outbound tourism to call few policies like ‘Prashad’ for Pilgrimage and Heritage tourism, 17 sites have been identified everywhere in India for Holistic tourism, identification and promotion development of niche tourism product like cruise, Adventure, Medical, Wellness, Golf Eco tourism.
- **Electronic-tourist visa** and online portals for applying for brand new hotel projects, approval for classification for the hotel.

1.2.3 Growth Drivers for Hotel and Tourism Industry in India

Growth drivers are purposely induced by the government to boost the growth of one particular industry in the forms of planning policies and detail attention to key points which will lead to the growth of the industry for travel and tourism in the industry in India following drivers were carefully implemented by the government towards the growth of the industry.

Infrastructure: As per the ministry of tourism annual report 19-20 government of India has decided to develop the quality of tourism infrastructure to spice up the hotel and travel tourism industry as they both are interdependent the Ministry of tourism allotted the “INR.6113.73 crore for 77 projects with a complete release of Rs. 3250.72 crores (till 31.03.2019)”these projects are contributing to the development of the tourism destination by providing the state-of-the-art infrastructure across India.

Rising Foreign Direct Investment: As per make in India policies for hospitality and travel tourism “100% Foreign Direct Investment(FDI) is allowed under the automated route within the tourism and hospitality industry in India,100% FDI allowed in tourism construction projects, including the event of hotels, resorts, and recreational facilities”.

Following are the key reasons why foreign companies would invest in India hotel and tourism sector source is (make in India official website, 2020)

- The Tourism industry in India accounted for 9.2% of the Gross Domestic Product (GDP) in 2018. India is that the third largest exchange earner for the country. The Foreign exchange Earnings (FEE), from the Tourism industry in India, stood at USD28.9 billion in 2018. In 2018, 2.37 million foreign tourists availed the E-Visa facility which represents a 39.4% increase over 2017.

- Globally, India is additionally the 3rd largest in terms of investment in travel & tourism with an investment of USD 45.7 Billion in 2018. India has a diverse portfolio of niche tourism products which includes cruises, adventure, medical, wellness, sports such as Golf and Polo, MICE (meetings, incentives, conferencing, and exhibitions), and eco-tourism, and film, rural and religious tourism. Hotels with a project cost of USD 29.85 Million or above are already included in the Harmonized Master List (HML) of Infrastructure. The MOF (Ministry of Finance) is constantly being pursued the inclusion of hotels with a project cost of \$3.7 Million to \$29.85 Million in the HML.” (Make in India, 2019)

Many factors contribute to the growth of the hotel industry in India, factors are very important in the growth and success of any industry, factors and growth drivers go in hand in hand both are equally important in the industry to be successful. Following are the 2 main factors that have made an impact on the Indian travel and tourism industry. They are as follows.

Rise in income and changing Demographic: Rise in income and changing Demographic India's Gross Domestic Product (GDP) Per Capita at current prices is estimated to reach USD 2,134.75 in 2018. It's expected to achieve USD 3,273.85 by 2023, implying a compounded annual rate of 47 percent during 2012-23. The rise in income clearly shows that individuals can spend more on or they need the ability to spend on leisure activities. Tourism products fall in leisure activity.

Growing Demand and Supply: Demand and supply play a very important role in any industry as growth equations depend upon the ratio of demand and supply. According to the Indian hospitality review report published in 2018 mentions that “Supply is likely to grow by 4.0% and demand by 7.0% for the hospitality industry. The demand and supply growth for hotels industry was consistent. Excluding in recent two years the trend is changed where demand is more than a supply. Over the last 2 years, hotel supply grew by 3.7% in 2017 and 3.5% in 2018, whilst demand grew by 7% and 6.8% in the respective years.

There is a strong correlation between travel and accommodation due to globalization we can see a good increase in the growth of travel. According to the World Travel and Tourism Council economic report 2019, predicted that global traveller will reach by 1,362 million and out of those 0.8% account for India. While the international visitation to India has been projected by WTTC, HVS (leading international hospitality firm) has predicted that domestic travel will grow at a Compound Annual Growth Rate (CAGER) of 8.0% thus realizing 1,735 million travellers by 2021. So, observing the given numbers it clearly shows that the Indian travel and tourism industry is growing but can it accommodate such a large number of tourists? Does the hotel industry is capable to accommodate those many tourists and human resources to manage those many no tourists?

Co-relation of Hotel Industry and Travel and Tourism industry: As we've seen many facts which are showing how the Tourism industry in India is growing, there are many key contributing factors, drivers which made a huge impact on the tourism industry to grow the industry. Hotel is the main pillar of the travel and tourism industry and a major component of tourism infrastructure without which it is impossible to possess such extraordinary growth of the industry. Therefore, it is very important to understand how the hotel industry in India works.

1.2.4 Categorization of Hotels in India

Indian government has specific categorization of hotels which is as follows. Ministry of tourism has given specific guidelines about the classification and categorization of the hotels on their website (ministry of tourism India cited 2019). Ministry of tourism and federation of hotel and restaurant association do the audit and approve the same this approval is for five years only after that they have to go for Re-approval. The classification system and ratings are dependent on the criteria are decided by the above-said organization the classification broadly based on the Location, Size of the Room, No of the Rooms, Services and Amenities, Food and beverage facilities like in-house Restaurant and no of it, Banquet and Conference facilities, Accessibility for disabled People, Code of Conduct for staff and Tourism, Staff Welfare Policies, Safety and security, Eco-friendly Practices

Five-star Hotels: A hotel that offers accommodation and food and other service facilities to its guest these guests are international and domestic tourists or travellers. The exterior and services are offered are fall into luxurious services to its guest, it's completely different from the other categories of the hotel such as 4 stars, 3 stars, and 2 stars. Federation of Hotel Restaurant Association of India, and ministry of tourism has a specific set of the list on the basis they make the visible difference between hotels such as the interior of the hotel, Number and size of the guest rooms above 120in number and size per room should be 200sq.ft (excluding bathroom), and one suite is mandatory, as well as swimming pool and mini-bar service are also mandatory operational hours of the hotel including its dining facilities offered to the guest. The services are offered to the guest by the staff are flawless, the staff is well trained and groom and most of the time has taken formal education for the same. five start hotels are classified based on serving alcohol and without alcohol, as this alcohol serving policies are very strict, as hotelier its mandatory to have licenses to serve alcohol to one particular property, for example, if Taj Group hotels have 5 five-star categories hotel in Mumbai but each property needs to have its license to serve alcohol to particular to that property as chain Taj Group can't have one license to serve alcohol to all its properties all over the state.

Four-star Hotels: The scale of luxury as well as quality in the furnishings, décor, and equipment used in these categories of the hotel is most similar to five-star hotels and higher than the three stars and two stars hotels. The room number is based on the location of the hotel like Grade 'A' city's government-promoted tourism destination; it can range from 70 to 120 in numbers. Size is per room is 140sq.ft.facilities and amenities such as lobby area, doorman, 24 hr open coffee shop. Valet parking, safety lockers in the guest room are compulsory. These types of hotels do have well-trained staff, guest to staff ratio is also high compare with the lower categories of the hotel.

Three-star Hotels: Fairly large size hotels in comparison with 2 and 1 star. Room number again depends upon the location. Room size is 130 Sq. Ft per room excluding bathroom. Amenities and services are offered are moreover the same as four-star hotels, for example, 24 hours operating Reception, 1 Restaurant outlet open for in house guest, room service, Air Condition rooms with a TV unit, cleaning of rooms and linen 1 time in the day is mandatory, lifts and accessibility to the differently able guest to all over the hotel property. Educated and well-trained staff offers hospitality and serve the guest's needs and wants.

Two and One Stars: Very small properties in comparison with the other star hotel. Services offered here are also limited, very basic ones, For example, 2 packaged drinking water bottles, basic linen. According to the approving organization, it should have a minimum of 10 rooms to let. All rooms should have a window opening outside. The size of each room should be 120 Sq. Ft. Cleanliness, comfort, and maintenance should be of an acceptable standard. Full-time 7 days operated during the season.

Heritage Hotels: India is blessed with different types of culture and a strong legacy of kings and queens who built places and mansions all over India. To maintain this heritage Indian government decided to convert these properties into a hotel to give the same living experience to the guest. For example, Lake Palace, Udaipur, and Umaid Bhavan Palace, Jodhpur.

Legacy Vintage Hotels: The idea of Legacy Vintage Hotels is introduced to cover hotels that are constructed using materials from heritage properties/or similar material least 50% of that has been used to build these properties which are before the year 1950, buildings. Such hotels will help to recreate the ambiance and atmosphere of that era.

1.2.5 International Hotel Brands in India

This section includes the tertiary information about different hotel brands in India as well as in Pune. This information has been gathered from the respective hotel websites.

Radisson: One of the largest international hotel brands from the United States of America established in the year of 1960. In the year 2020 they have spread all over the world. The brand has seven different types of brands under them to cater to the most market segments and name of the brands they operate are Radisson Collection, Radisson Blu, Radisson, Radisson RED, Park Plaza, Park Inn by Radisson, and Country Inn & Suites by Radisson. The hotel opened in India in the year 2002 in the city of Hyderabad under Radisson Blu. In the city of Pune, the hotel brand Radisson opened in 2009 at Khardi.

Hyatt: Hyatt is one of the first international hotel brands that came to India. Hyatt was founded by Jay Pritzker in the year 1957. He purchased the Hyatt House motel adjacent to the Los Angeles International Airport. Today they have a presence in 45 countries over 445 properties. Currently, they have 18 brands under them to name a few Park Hyatt, Grand Hyatt, Hyatt Regency, Miraval, Thompson, and Hyatt Centric., Hyatt entered in Indian market more than 35 years ago with the first hotel under the Hyatt Regency brand in Delhi in the year 1982, Hyatt Regency opened its first property in Pune in the year 2011.

Marriott: Founded by J. Willard and Alice Marriott, and guided by family leadership since 1927, offering the most influential portfolio in the hospitality industry, they have 30 brands in 4 main categories like Luxury, Premium, Select, and Longer Stay. Marriott has 7,000 properties across 131 countries. In 1997, Marriott opened its first hotel in India through its first property in Goa. In Pune city they opened Courtyard Marriott at Hinjewadi in the year 2009. In India currently, they have 86 hotels with 15 brands across 35 cities.

Accor Hotels: Accor group was founded by two friends, Paul Dubrule and Gérard Pélisson, opened the first hotel named Novotel in 1967 in France. Currently, they are spread in 110 countries with an enormous number of 5000 hotels with 39 brands classified under 5 categories named as classic, collections, Lifestyles, Resorts, Extended Stays. Accor opened its first hotel in Mumbai in the year 2013 under the Mercure brand and in Pune; they opened Novotel in the year 2013.

Hilton: A very large and old international brand from the United States of America started by Conrad Hilton in 1925. As of now they are 18 brands in 117 countries nearly 6000 properties worldwide. Hilton opened its first property under Hilton Resorts in Chennai in 2011 and in the Pune city brand opened its first property named as Conrad Hilton in the year 2016.

Shangri La: Shangri-La Hotels and Resorts are from Hong- Kong. It was founded by Robert Kuok in the year 1971. The company has different brands like Shangri La Resorts, Traders Hotels, Hotel Jen, and Shangri La Hotels. Currently, they have 100 hotels in 76 destinations around the world. The brand entered in Indian Hospitality market in Delhi in 2005.

Four Seasons: A group of hotel chains from Canada found by Issy Sharp, in 1961. Currently, they have 50 hotels on every continent except Antarctica. In 2008 they opened the first four seasons in Mumbai in 5star categories.

IHG: Inter-Continental Hotels Group is a British multinational hotels company that has had a legacy in the hospitality industry for over 200 years the company started as a brewing company in 1777 by William Bass. 1946 they came into the hotel industry, and in 1949 company expanded its hotel operation internationally. The group currently has 17 different brands these brands include crown plaza Holiday Inn Express, Intercontinental, and 5,656 hotels around 100 countries.

1.2.6 Indian Hotel Brands

Taj group of hotels/IHC Ltd: Pioneer in Indian Hotel Industry. IHCL was founded by Jamsetji Tata in 1899 has 115 years of legacy largest hotel industry in South Asia. In the year 1903 they opened first Indian five-star hotel Taj Mahal Palace in Mumbai shortly after they spread branches internationally also. They opened the first international hotel in London named The ST. James' Court. Currently, they are pioneers in creating destination in 100+locations with 16 brands under them divide into 6 main categories of Luxury, Select Hotels, Upscale, Lean Luxe, Service Retail, Volume Catering.

The Oberoi Group/EIH: Founded by Mr. M.S.Oberoi in 1934 in Shimla they opened the first hotel under their name in India. Currently, they operate 32 hotels in 7 countries under the luxury 'Oberoi' and five-star 'Trident' brands. Oberoi Opened “Trident Nariman point Mumbai” in 1973 in The Group is also in-flight catering, airport restaurants, travel and tour services, car rentals, project management, and corporate air charters.

ITC: The Company was established in 1910, Launched in 1975, ITC Hotels, the Company launched its hotels business with the purchase of a hotel in Chennai which was renamed as 'ITC- Welcome Group Hotel Chola' (now renamed My Fortune, Chennai). ITC hotels' is India's premier chain brand of luxury hotels with more than 100 hotels in over 74 destinations.30 five star and five-star deluxe properties ITC Hotels properties are classified under four distinct brands:1 tie-up with Marriott's “The Luxurious Collection”, Welcome Hotel, Fortune Hotel, Welcome Heritage.

Mahindra Hotel &Resort Pvt. Ltd: Mahindra Holidays & Resorts India Ltd. (MHRIL), a part of the Leisure and Hospitality sector of the Mahindra Group, offers quality family holidays primarily through vacation ownership memberships. Started in 1996, the company's flagship brand ‘Club Mahindra Holidays’, April 1, 1998. In April 1998 the company opened their first resort at Munnar in Kerala India. Today this brand has a fast-growing customer base of over 250,000 members and 100+ resorts at some of the most exotic locations in India and abroad.

Sarovar Hotels& Resorts: Started in 1994 by Mr.Anil Madhok. They have 85 hotels in 55 locations under 5 brands named as Sarovar Premiere which upscale five-star properties, Sarovar Portico in full service 3 and 4-star Hotels, Hometel in economic hotels, Louvre Hotels

The Lemon Tree: India's prime hotel chain in mid-scale started in 2004 with 49 rooms now they are 80 hotels in 48 cities in India with 7 different brands like Aurika Hotels and Resorts Upscale segment, Lemon Tree Premier Upper Midscale segment, Lemon Tree Hotels Midscale segment, Red Fox Hotels Economy segment, Keys Prima Upper Midscale segment, Keys Select Midscale segment, Keys Lite Economy segment.

The Leela Palaces, Hotels and Resorts: Established in Mumbai, India in 1983 and was founded by Late Capt. C. P. Krishnan Nair, the first hotel they opened is The Leela Mumbai in 1986. Currently, they are in 9 luxury hotels in prime cities of India.

The Lalit Palaces& Resorts: Leading hotel chain founded by Mr. Lalit Suri, in 1988 in Delhi, today they have 12 hotels under the palaces and Resorts categories and 2 under Lalit travellers.

1.2.7 Growth of Hotel Industry inPune

According to the (Peshave&Gujarathi, 2014)growth of the hotel industry in Pune is happened over the period. To overview that growth there are particularly different factors that contributed or made an impact on that particular period for the growth of hotels in Pune city. Some common factors also contributed to the growth of the hotel industry in Pune city. Common factors such as follows

Geographical location: Where in its connectivity to other cities such as Mumbai this city is close by the road form Pune. Pune is an education hub which is famous as “Oxford of the east” so manpower requirement is easily found.

Industrialization: Many industries are settled here over the period like automobile, Information Technology, Business Process Outsourcing, Knowledge Process Outsourcing industry settled in over the period time.

Education hub: To become an education hub is a chain reaction of industrialization. Variety of industries got settled in Pune easily because of the easy access of manpower with enormous variety in skilled manpower. Manpower requirement often get fulfilled for many industries easily due to the quality of education that this city offers, and this all lead to the development of the city and so the growth for the hotel industry. The growth is monitored over some time. To name the few hotels opened up in Pune over the time are as following

- **The period year 1990-2000:** 3 five-star hotels were there Taj Blue Diamond, Sun and Sand, le meridian these three hotels were dominant player in the market.
- **The period year 2000-2010:** The pride, President, J.W Marriott, O Hotel, Westin
- **The period year 2010-2020:** Crown Plaza, Conrad, Ritz Carlton, Radisson Blu, Doubletree by Hilton, Novotel.

According to (Khanna, and Sahani, 2014) Pune as city falls in category of major cities for tourism and hotel industry. Growth drivers for the hotel industry in Pune are Meeting Incentives Conference Exhibitions (MICE) Tourist as they play essential role in hotel occupancy of mid-scale and upscale hotel market of Pune. Which gave several large companies a reason for choosing to set up their back-office operations in Pune, this city offers of large floor space in commercial buildings, lower rentals when compared to Mumbai, relatively good connectivity and a rapidly increasing talent pool from several educational institutions present in the city. According to the hotel performance review published by HVS 2018: Pune crossed 70% occupancy in its luxury-upper upscale segment which is the second-highest between key cities; the main reason for this is by A MICE guest and partly by the shift of some Indian Premier League games to this city.

1.3 Introduction of Human Resource Management

According to (David K. Hayes, 2009) explains Human Resources (HR) is the process where people are employed by organization. Human resources management (HRM) is a Process used by a hospitality or tourism organization to enhance the performance of employees and organization by effectively using all of its staff members. Resources mean what an organization has available to achieve pre-decided goals. Examples include people (Human resources), money, time, machinery, processes and procedures, energy (utilities), products such as food, beverages, and supplies.

According to the Boxall cited in (Hewagama, 2019) defines HRM as “the management of work and people toward desired ends”. According to the John Storey cited in (Hewagama, 2019) defines that HRM as a “set of interrelated policies with an ideological and philosophical underpinning”. HRM should be diverse, strategic, represent employees, forward-thinking, support the business strategy, determining the value raised to the company and commitment-orientated. Every organization follows a definite line of delegation of authority procedures to be followed at every level for example managers will direct the work to, supervisors, they will direct the work to trainee. (Armstrong, 2011)

1.3.1 Importance of Human Resource for Hotel Industry

According to the (David K. Hayes, 2009) The Hospitality industry is “*The range of for-profit and not-for-profit organizations that provide lodging and/or accommodations including food services for people after they are far from their homes*”.

According to the (Al Hrou & Mohamed, 2014) The hospitality industry is labour demanding industry. The hospitality industry has seen growth over the period and this industry have boosted the growth rate of creating employment, contributed to the world GDP and India GDP also, and reasons for this are globalization, and supporting government policies, as the success of any industry is mainly dependent upon many factors but foremost or center stage once are its human resources.

According to (Farrukh,& Khan, 2020) Employees are considered as the foremost element for the achievement and improvement in the organization .As travel and tourism and its ancillary hotel industry are based on human service. According to (Boella & Goss-Turner, 2019,pp 14) says while delivering the services in the hospitality industry the first point of contact is human; and as characteristics of the industry is as such where services and its consumption happens simultaneously, where provider and consumer should be present at the same time, therefore, the quality of manpower plays an important role in this industry and effective management of this resource play the crucial role. The success of the organization is largely dependent upon the management of its people, from all cadres which ranges from trainees to top managers from stand-alone restaurants to five-star hotels.

According to Chandler (cited in Al Hrou & Mohamed, 2014) the most important goal of the organization is to make customers happy by all means. The key component of the hotel industry or hospitality industry is services are delivered through humans; therefore, to have a good quality of human resources is the major contributing factor for the success of the organization. According to (Peshave &Gujarathi, 2014) India has seen tremendous growth in hospitality service sector, which means there is a cutthroat competition. Whenhotels want to survive in these service-based industry the utmost priority is successful management of its human resource.

According to (Madanat & Khasawneh, 2018) the right person for the right job is expected in today's competitive work environment. Khatri, (cited in Al Hrou & Mohamed, 2014) explains that all the hotel companies give priority to develop the professional human resource, through various training sessions to serve the customer well. By providing good work culture, motivating them to perform as per the organization standards, rewards them and promotes them by evaluating through performance appraisal.

According to the (Tayfun, 2014) Human resources are the principal elements of the organization to carry on and build up company goodwill or brand image in the market. Therefore, Companies invest huge costs to train and develop quality human resources to sustain market competition, as unorganized and less trained manpower or human resource has a significant impact on organizations goodwill in the market, brand image and customer satisfaction.

Many Studies focused and pointed out that to achieve the organizational goals, facilities provided to its employees have a significant impact on employee's performance in the organization. To achieve the organizational goals companies must provide a quality of work-life such as employee participation in decision making, a healthy work environment, clear and well-designed goals and tasks to perform, providing career development that will lead to stronger organizational commitment. Offering a quality of work-life has a strong relationship with job satisfaction and work life balance.

Human Resource Management: Practices and Policies: According to the (wilton, 2011) Human Resource Management is a very essential part of any organization to become successful wilton defines human resources management as a process involving all the daily activities and the organizational policies and procedures which includes selection, interviews, recruitment, training, developing, motivating, making of policies and framework and implementation of this policies.

HRM is the process that coordinates between employees and management. “Human Resource Management includes anything and everything associated with management of employment relationship in the firm.” According to the (Xin & Choi, 2020) HRM is aimed at recruiting, capable, flexible, and committed people, managing and rewarding their performance and developing key competencies. According to (Story, 2007) there are 4 main dimensions of HRM highlighted by (Guest, 1987) and those are employee commitment; workforce flexibility; quality in terms of worker attribute, and their performance; strategic integration of HRM Policies and Practices.

In today’s globalization and rapid advancement and competitive world, organizations prefer the soft HRM notion developed by (Guest, 1987) over the hard approach. This soft HRM approach believes in developing and investing in human capital, nurturing employee loyalty provide well rewarded and satisfying work. This soft HRM approach builds positive employer-employee relationships and builds stronger trust between them through employee participation, involvement in organizational decision-making, worker empowerment, and teamwork. The hard approach often represents exploitative practices such as intensive working hours, low pay, uncertainty, insecurity which automatically develop in low employee commitment.

Performance Appraisal and Management by Objectives: According to (Flippo, 2010) All employees are appraised while on the job for the performance, the possible approaches are, a casual, unsystematic, or traditional systematic measurement like employee characteristic, employee contribution, manual goal setting through by Management by Objectives Program (MBO). A systematic performance appraisal by supervisors is very important part of the appraisal system this system lays a strong foundation for decision

making in the organization about promotion; rewards pay raise, layoffs, training, and transfers. On the other hand, it puts some amount of pressure on supervisor while evaluating the performance of the subordinate if the factors that have used in the rating system are not well designed; it makes them difficult to do comparison, it gets more difficult to point out the weak areas of the employees. The design and implementation of the performance appraisal system in an organization is a difficult task because the system its self is very complex and challenging ultimately it has huge impact on supervisor-subordinate relationship. Most common methods are as follow used for performance appraisal system

- 1. Ranking:** Oldest and easy system used for performance appraisal. In this system employee is compare to all other employees the purpose is that to place them in rank order of worth.
- 2. Person to Person comparison:** This method was first used in World War I. In this method leadership, initiative, and dependability are major factors that are consider for the comparison.
- 3. Grading:** The performance of the employees is scaled on the 3 categories outstanding, satisfactory, and unsatisfactory.
- 4. Graphic Scale:** Most commonly used traditional method of performance appraisal each factor is measured on five grading scale for example employees are grade on the scale of employee does not meet job requirements, employee partially meets job requirements, employee meets job requirements, employee exceeds job requirements, and employee far exceeds job requirements. Factors are quantity and quality of work, cooperation, personality, versatility, leadership, safety, job knowledge, attendance, loyalty, dependability, and initiative.
- 5. Checklist:** In this system performance of the employee is not rated it reported in the form of yes or no answers.
- 6. Forced-Choice Description:** In most of the appraisal system there is scope of bias opinion, in this system there is scope to eliminate the possibility of rater bias by forcing choice between descriptive statements.
- 7. Behaviorally Anchored Scale:** Behaviorally Exception Scale (BES), Behaviorally Observation Scale (BOS). This system was originated after World War II when critical

incident makes the difference between success and failure. In BES supervisors study the job description and in accordance with that develop the performance dimensions. BOS is often used in the hotel industry where employee performance is rated on the 5-point scale.

8. **Essay:** In this system superiors write report on employee performance in the form of essay.
9. **360 Degree:** According to (Aswathappa, 2006) in the process performance of the employee is measured from multiple raters like immediate supervisors, team members, customers, peers, and self. This method is mainly effective in recognizing and measuring interpersonal skills, customer satisfaction, and team building.

Theories Of Remuneration: Reinforcement and Expectancy theories, Equity Theory, Agency Theory

1. **Reinforcement and Expectancy Theory:** This theory explains that once an employee rewarded for the behavior, he/ she is likely to repeat the behavior of high performance. If rewards are monetary, it will have a significant impact on employee performance, and if high performance is not followed by monetary reward, it will make its recurrence unlikely in future. This theory highlights the fact that a person experiencing the reward.
2. **Vroom's Expectancy Theory:** Show a strong link between rewards and behavior. It further mentions that the vroom's expectancy theory idea is based on the work effort that an individual puts while on the job will lead to the desired outcome. It denotes the very important fact that employees are rational and not impulsive. They think about what they have to do to be rewarded and how much the reward means to them before they perform their job.
3. **Equity Theory:** Adam's equity theory mentions that an employee who perceives inequity in his or her rewards seeks to restore equity. Employee's perception of how they are being treated by their organization is of prime importance to them. If employees perceive that they are either overpaid or underpaid they will be motivated to restore equity. The moment they feel that they are not treated well, their sense of equity goes down it will lead to inequity through, lower productivity, higher absenteeism, and an increase in staff turnover.

4. Agency Theory: First introduced by Stephen Ross and Barry Mitnick in 1973. Employers and employees are the main two stakeholders in an organization and their goals and interest have to be in coordination and not divergent. The agency theory says that the employer must choose a proper method to pay the wages and rewards to the employee; either it has to be based on merit pay or outcome-oriented. Further, it mentions that outcome-oriented pay is an obvious solution where profits go up, rewards also increase.

Employee Remuneration and Compensation: According to (Flippo, 2010) in any organization wages, salary, and compensation are way too important to run the organization successfully. From the employee point of view pay cheque is main way of income source and as well as one of the main dominant factors which highlights the status in the society. From the organization point of view, it is the cost to the company.

Employee Compensation Programs: Brings three benefits to the organization

1. It attracts the desirable candidates to the organization
2. It motivates the current working employees to perform better in the organization
3. It reduces employee turnover.

Remuneration plays a vital role in employees' life and the organization's point of view also. There are two sides of remuneration that an organization has to understand while deciding the policies for remuneration. From the employee point of view, it provides the living status in the society, motivation, loyalty, and productivity. From the organization's point of view, it is associated with the cost to the company. Two components are considered for the financial remuneration direct component consists of wages and salaries, group and individual incentives, and indirect consists of Fringe and Perquisites and non-financial remuneration.

Wages and salary: This amount paid to the employees according to its designation in the organization and job description.

Incentives: This amount is paid in addition to the wages and salaries it depends upon, sales profit or cost reduction efforts. The organization may have individual incentive schemes and group incentives.

Fringe benefits: Fringe benefit is synonyms for the employee benefits and services include any benefits that the employee receives in addition to the direct remuneration these benefits include, provident fund, gratuity, Medical Care, Hospitalization, Accident Relief, Health and Group Insurance, Canteen, uniform, Recreation.

Perquisites: This is most of the time given to the executives the company it includes benefits such as car, club memberships, paid holidays, furnished House, stock option

Non-monetary Benefits: It includes challenging job responsibilities growth prospects, competent supervision, recognition of merit, comfortable, working conditions, job sharing, and flextime.

Job Empowerment: According to (David K. Hayes, 2009) In HRM empowerment is one of the main concepts that have a significant impact on employees and employers. Empowerment is what young job aspirants are looking for in an organization. It is more than monetary rewards; it is the topmost feeling that an employee 'own. Empowerment is the process of enhancing the feeling of self-efficiency and sense of owning a job. Empowered employees are energetic and passionate. They aspire to do a better job because they get personally rewarded. Empowerment is facilitated by a combination of factors which includes values, leadership, job structure, and reward system. Empowerment occurs when decision-making and authority to share resources go to the employee, they feel more responsible. When they feel more responsible, they show more initiative in their work, get more done, and enjoy the work more.

Participative Management: According to (pattanayak b. , 2005)is an important motivational tool used by the organization motivating employees. This means workers and supervisors are involved in company decision-making process there are three groups of managerial decision which has a direct employee behavior.

1. Social includes hours of work, welfare measures, safety, and health.
2. Economic includes financial aspects, such as manufacturing of product, shut-down, lay-offs, mergers.
3. Personal Decisions include referring to employee hiring, promotion demotions, transfers, and job design.

Employees can participate in the management decision in the form of board level, share ownership, joint councils, committees, quality circles, empowered teams. The participative management technique brings beneficial to the organization in many ways such as it reduces conflict and stress more commitment the goal, better acceptance of change, and improved communication. Employees are more connected to the organization as they are allowed to participate in shaping organization policies and decisions which affect their work. It's a win-win situation for both organization and employees.

Quality of Work Life: According to(Kodwani, 2008)have different connotations to the different person working in an organization it changes according to the person as well as with the organization. For example, if a person is working on an assembly line his quality of work life would be defined as a fair day pay, safe working conditions and the supervisor treat him/her with respect or dignity. To a young newcomer in the organization, it means opportunities for advancement, creative work, and a successful career. Person form academics it means the degree to which members of work organization are able to satisfy important personal needs through their experience in the organization. There are many factors associated when it comes to quality of work-life they are as follows:

1. Fair amount of compensation, salary income should meet the needs of socially determined standards of living.
2. Safety and healthy working conditions at the workplace which also includes reasonable working hours and rests breaks during shifts.Minimumrisk of illness and occupational diseases and special measures for the protection of women and children.

3. Growth opportunities, job security, an opportunity for advancement, job empowerment.
4. Opportunity to use and develop creativity, such as work autonomy, respect for each individual, personal rights, principles of natural justice and equity, acceptance of the right to free speech, right to personal privacy in respect of the workers
5. Good work and family life, including transfers, travel requirements.

Though money is a main motivating factor for the job it has its own constraint it stated that money can influence some people in certain circumstances. Above mention factors like salary, job empowerment. Safe working conditions, good team members, participative management, rewards, recognition, job security, fringe benefits make quality work life.

Work and Well-being: According to (Lelliott, P., Tulloch, S., 2006) defines Well-being creating an environment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization. Well-being has 3 main dimensions Physical, mental, and social health of the employee. The notion of employee well-being represents both a preventative and proactive approach by providing work rewards, nurturing a good work environment, promoting a healthy lifestyle. Promoting employee well-being and providing a safe working environment would appear to be key attributes of a good employer which also improves the ability to attract, motivate and retain staff.

Employee well-being has a strong correlation with positive employee engagement, and subsequently it will lead to improved work performance lowered intention to quit, and high job satisfaction along with employee involvement. A failure to recognize the importance of employee well-being in organizational decision making will lead to a number of negative consequences, such as high employee turnover, legal issues over unsafe conditions at work, unpopularity amongst the competitor, and loss of goodwill Boyed (2002). Ultimately employee well- being is the responsibility of both employee and employer, providing good and safety conditions safety policies, the employee must use them carefully and follow the intrusions while performing the job. The success of well-being initiatives also lies with the line managers who are charged with their implementation (Walters et al., 2005)

Work Stress: The Health and safety executive is web-based U.K community Defines that work is generally good for people if it is well designed, but it can also be great source of pressure, this pressure can be a positive and motivating factor, it can help to achieve individual goals and perform better at work place and stress is natural reaction when this pressure become excessive.

The definition of stress by (k Aswathappa) stress is a response to an external situation that results in physical, psychological, and/or behavioral deviations for organizational participants. Stress refers to an individual's response to a disturbing factor in the environment and the consequence of such reactions. Stress is mostly understood to be negative. But it has positive dimensions also, where it brings out something better from an individual, it called Eustress it is often viewed as a motivational factor and in its absence individual lacks that 'edge' necessary for the peak performance. It is negative when it is associated with heart disease, alcoholism, drug abuse, marital breakdown, absenteeism, child abuse. Stress is associated with constraints and demands. It often occurs when perception and desires don't match. Constraints and demands/desires can lead to potential stress.

What is not Stress? Stress not simply anxiety or nervous tensions, these two are part of human behavior and can occur any time even when a person is not doing any activity, similarly, individuals who are under stress may not show signs of anxiety or nervous tension. Stress is not always due to overwork, stress cannot be avoided, the body has a limited capacity to respond, and it's a biological response mechanism.

The workplace creates a range of demands on people. Not all the individual experience stress with the same intensity. How individuals experience stress depends upon, the person's perception of the situation, the person's past experience, the presence or absence of social support, the individual differences with regards to stress reactions.

The physical or psychological demands from the environment that causes stress are called stressors.(Tromp & Blomme, 2014) stress originate at the individual which includes personality, role of conflict, role of ambiguity, task characteristics, group level, managerial behavior, lack of cohesiveness, intergroup conflict, status incongruence, sexual harassment, workplace violence. Organizational stress includes work environment, management style, organizational design, and organizational life cycle. Extra-organizational includes family, economy, lack of mobility, quality of life. The outcomes of stress are categorized into three different parts

- A. Behavioral consist of dissatisfaction, poor performance, absenteeism, turnover, accidents, substance abuse
- B. Cognitive consist of poor decision-making, lack of concentration, forgetfulness
- C. Physiological consist of increased blood pressure, high cholesterol, heart disease, burnout.

Stress and Performance: Stress is inversely related to performance. Higher the stress, lower the performance. The initial stress may improve performance, but at some point, it begins to fall this point is called the inflection point. Those days are gone when the assumption was a moderate level of stress would energize employees and enhance their performance. This conviction is not held to be true now. The valid assumption is that now performance will be disrupted even by relatively low levels of stress. There is always an exception to the rule that stress often interferes with performance. For example, some individuals perform at their best in times of stress. This shows that individuals are actually experts in the tasks that they are performing and creating their inflection points very high.

1.3.2 Introduction of Work-LifeBalance

According to the (Mohanty & Mohanty, 2014)mentions that the phrase 'work-life balance' was first used in the middle of 1970s to describe the balance between an individual's work and personal life. According to Heery& Noon (cited in Mohanty & Mohanty, 2014)“Work-life balance is the principle that says paid employment should be integrated with domestic life and community involvement in the interests of personal and social well- being.”

In the words of Julie Morgenstern, (cited in Mohanty & Mohanty, 2014)“Work-life balance is not about the amount of time you spend working versus not-working”. It's more about how you spend your time working and relaxing, recognizing that what you do in one fuel your energy for the other. Noon & Blyton(cited in Banu & Duraipandian, 2014)explains the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other.

According to Moore, (cited in Banu & Duraipandian, 2014) A good work-life balance is defined as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and, for the most part, do so. According to Pandey (cited in Lakhera, 2019)Work-Life Balance as a state of equilibrium in which the demands of both a person's job and personal life are equal. Explained by (Kumar & Janakiram, 2017) the defining of quality of work life involves three major parts, occupational health care, suitable working time and appropriate salary. The safer work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person.

According to (Thomas & Paul, 2016) Work-Life Balance does not mean an equal balance. It means the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life. Work-life balance is the degree to which an individual is involved in and satisfied equally with their job and personal roles. Work-life balance means a person's control over the condition in their work place or work life balance is a phenomenon when satisfaction and good functioning at work and home with a minimum of role conflict.

To understand the work life balance, one must know what it means not having work life balance. Work-life balance does not mean gaining a total balance where one schedules equal number of hours for work and personal life. For each individual it is different because our priorities are not the same. Lockwood (cited in J. Smith & Gardner, 2007)work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life.

According to the Naithani (cited in Kadarko Esther Dizaho, 2013)work-life balance has two viewpoints, one from the employer viewpoint and the other from the employee's viewpoint. Work-life balance from the Employees' viewpoint: "refers to the dilemma of reconciling and managing both work obligations and personal/family responsibilities". Work-life balance from the Employer's viewpoint: refers to the challenge of creating and developing strategies, policies and best practices for a supportive organizational culture where employees can focus on their jobs while at work.

According to the Lockwood (cited in Kadarko Esther Dizaho, 2013)Work-life balance, which is considered as a state of well- being to handle multiple responsibilities, has become a critical factor for bringing individual and organizational success. Work-life balance is best achieved when an individual's right to a fulfilled life, both inside and outside paid work, is accepted and respected as the norm, to the mutual benefit of the individual, business, and society. In fact, work- life balance brings greater effectiveness to all aspects of life. Employees work better when they find adequate time out of their work schedule, for family and personal interests.(Buddhapriya, 2009)

1.3.3 Importance of Work life balance in Hotel Industry

According to theSturges & Guest,(cited in Mohanty & Mohanty, 2014) mentions that in the present circumstances a majority of people appear to be working longer and harder than ever before and as a outcome it is more difficult to achieve a much desired work-life balance.

According to the Smola& Sutton that now day's employee gives more emphasis on work life balance than their previous generations. According to the Merrlie& et al (cited in Mohanty & Mohanty, 2014)definition of work has changed over the period of time all across all the industry. In fact, hotel industry is no more exemptions rather works 24 hours All year along with long hours of work during the peak seasons, therefore balancing work demands and personal life have become key issue as regulatory laws define how long one can work but they usually do not define the schedule of work so this ultimately affect employees social and personal life.

According to the Hsieh et al (cited in Mohanty & Mohanty, 2014) hotel employees have to work for long hours during the peak seasons, and whenever the hotel is operating to its full capacity. In hotel industry guests are always demanding, and its hotel employee's job to fulfill the demands of the guest, and therefore it has consequential impact on employee's life as well as on their families, it becomes difficult for employees to work in multiple roles.

According to the Wong & Ko (cited in Mohanty & Mohanty, 2014) many industry have acknowledge the issue of work life balance as it mainly difficult to achieve this due to hours of working and hospitality industry is such industry of having 24 by 7 working its most difficult to achieve this and but many organizations are creating awareness about how to balance this imbalance through following work life balance practices. (Banu & Durairandian, 2014) Work and family are the two most important pillars in a person's life. Work-life balance is a foremost part of the individual's life and therefore organization have recognized the need and value of implementing policies for work life balance in organizations in India.

1.3.4 Reasons of Growing Imbalance In work life in Hospitality Industry

According to the (Mulvaney, O'Neill, Cleveland, & Crouter, 2007) the typical characteristics of working in the hotel industry are irregular hours of work and various shifts and working at weekends, this impact mainly on employees work life and family life of employees, which leads to higher staff turnover, companies do understand this but the lack of a proper framework to address this issue.

According to the Deery and Jago (cited in Lakhera, 2019) explains that Hotel employees are expected to work irregular hours, long shifts, and carry heavy workloads This causes emotional fatigue and this ultimately results in lower levels of performance. According to Blomme & et al (cited in Lakhera, 2019) suggested that having a poor work and home-life balance is the number one reason why hospitality employees leave a company.

According to the Wong & KO (cited in Lakhera, 2019) stated that the resultant stress that hotel employees experience is associated with work and family conflicts. Many hospitality companies expect their employees to be available all the time. According to (Kumar and Shanu., 2016) the basic objective of an organization should be to develop a work environment that will lead to motivation, employees feel motivated work this is the time where the organization should move ahead from traditional job design, and give more focus on how to increase efficiency and performance of employee by adopting procedures of work-life balance. As the quality of work-life is more important for better performance and job satisfaction which will overall impact the well-being of the organization.

According to Veenhoven (cited in Thomas & Paul, 2016) well-organized balance in job and personal life makes a person more satisfied and happier. It has been discovered in various studies that a higher desire to achieve more will lead people to make extreme efforts that increase their working timing and they lost their work-life balance.

According to the (Tayfun, 2014) Employees who experience an imbalance between their quality of work-life will impact their productivity at work, sometimes they may lose their dedication towards the organization. Many times, it is noticed that employees often find it difficult to strike a balance between their work and private lives. Employees are not able to interact with their families, relatives and friends because of their work. Fapohunda mentions that (cited in Haider & Campus, 2018) due to lack of work-life balance health of employees and productivity is affecting, therefore, many organizations taking serious steps to address this issue. And therefore, this has led to increasing researchers 'on this particular topic.

Kelly, et al denotes that (cited in Haider & Campus, 2018) Organizations not permitting work-life flexibility tend to negatively impact their employee's job performance, whereas enhancing work-life balance may benefit both employees and organizations. According to the Greenhaus et al.(cited in Ko, 2016) for hotel employees there are two main issues they are always concerned about one is to manage work and family responsibilities and conflict between these two because individuals have fixed amounts of resources such as time and energy, and they have to participate in multiple roles at work and family, this ultimately results in the dedication at work and commitment at home or the family.

According to the (Biswakarma, 2016). One of the key challenges of working in the hospitality industry is balancing work timings and shifts. This is a particular problem that occurs when hotels are operating in peak seasons as the business is more during holidays and festivals when most of the people are out to enjoy whereas hospitality service professionals these times are the busiest and crucial and it becomes difficult for them to take any leave or offs during this period. This naturally creates a work-life imbalance and family conflict as expectations on the home front are ignored.

According to Graham, (cited in Khana, 2017) employees quality of work-life is becoming a business issue. Leading employers are recognizing that positive work-life outcomes for employees are key ingredients of a successful business strategy. Carlson mentions that (cited in Khana, 2017) practical research has confirmed that work-life balance is an important target for employee involvement measures that allow employees to negotiate realistic and adequate expectations from their roles within and outside of the workplace.

According to the (J. Smith & Gardner, 2007) many researchers have found over the past two decades that there is a strong correlation between work and life. To achieve a balanced life one invest lot of energy and efforts on many fronts such as emotional, intellectual, spiritual, physical and neglecting any one of the above fronts have an impact on balanced work-life and therefore employees and employers are focusing to prevent this imbalance. Lockwood (cited in J. Smith & Gardner, 2007)

1.3.5 Work Life Conflict

According to the Wang & Verma, (cited in Khana, 2017) In the 21st century, it is very common to have workplaces with contradictory responsibilities, agendas and commitments due to the three main reasons which are as follows:

- A. Globalization which means competition from all over the world.
- B. People have started taking more interest in participating in family activities.
- C. An ageing workforce and ultimately it all impact on striking balance between work and personal life, and therefore organization also strive to achieve this as organization goals and employee goals go hand in hand because the success of an organization is mostly dependent on this.

The twenty-first-century workplace is different as there has been a lot of advancement forms the employer side and employee side as well. technology have brought a tremendous change in work palaces and employee no longer works in the organization for his entire career and they know what they want from the employer so this point outs that when an employee joins organization he/she look for programs and policies offered by the organization so it can be on the employee's priority list for joining the organization and therefore it is a necessity that works life balance is achieved form both side form employer and employee which will act as recruiting and retention tool.

It was read in the doctorate thesis by Gamor (2014) that the nature of the work has changed over the period and there are many factors for the same as previously it was the domain of men, the purpose was strongly to survive. The structure of the workforce also has seen many changes like active participation of the woman workforce.

Work impacts on person's life in many different ways such as it provides a structure with the way people live, they achieve the different psychological goals, self-esteem, and active involvement in social-life, through work, therefore role that one performs at work has a spillover effect on family life and vice-versa.

According to the Greenhaus and Beutell (cited in Townsend et al., 2006) both time-based and strain-based job demands can interfere with employees' lives outside work. The time-based demands represent role-related time commitments, i.e., the amount of one's time that is spent involved in work. Because time is a limited resource, the demands of work have a direct impact on one's work-life balance. According to Parasuraman et al (cited in Townsend et al., 2006) the relationship between work hours and work-life balance is reported to be strong and direct. Fenwick mentions that (cited in Townsend et al., 2006) as work hours per week increased, employees' work-life balance declined sharply.

According to the Harrington & Ladge (cited in Khan & Agha, 2013) Life is becoming tremendously challenging, and changes in the social, economic, and technological forms have added much load to the employee. Organizations are demanding and creating a work environment where employees have to perform continuously as globalization made a huge impact on the competition that's creating in the market, and this has forced employees to work longer hours. The best challenge for them is to strike a balance between life at work and their personal lives. Consequently, organizations are striving to adopt a more comprehensive approach towards workforce management that will address the work-life needs of all employees.

According to the Heskett et al mentions that (cited in Bednarska et al., 2013) Perception of the standard of work life is of great importance both at a micro and macroeconomic level. Favorable employment conditions bring out to high internal work motivation and satisfaction along with main quality and productivity in work performance which leads to the low staff absenteeism and turnover. Consequently, it impacts the enhancement of productivity from allocated resources and an improvement of the financial outcomes of enterprises.

As per the (Buddhapriya, 2009) Increasingly, work-life balance is being viewed as a very important issue by many employees and organizations today. In today's world, where every individual must balance conflicting responsibilities and commitments, work-life balance has emerged as a predominant issue within the workplace. Work-life balance may be a frequent topic of conversation. Work-life imbalance usually arises out of a scarcity of adequate time and/or support to manage work commitments moreover as personal and family responsibilities.

Meeting competing demands of work place and family aren't only tiring but are stressful and may cause sickness and absenteeism. It inevitably affects productivity. From the employees' viewpoint, work-life balance is a catch-22 situation of managing work obligations and private or family responsibilities. From the employers' viewpoint, work-life balance poses the challenge of making an organizational culture supportive of the family needs of the staff so the staff can focus better on their jobs while at work. When an employer adopts policies favorable to work-life balance, it's likely to be perceived by the staff as a large incentive, which may motivate them the maximum amount as other considerations like additional remuneration or provision of coaching opportunities.

Results of assorted researches indicate that employees are not any longer fascinated by devoting their entire time to their work or profession. They're becoming increasingly attentive to the outcomes of a healthy life yet. Good employers are fast realizing that it might be very difficult for them to draw in, retain, and develop manpower unless they struggle to integrate work and lifetime of the staff effectively. Vloeberghs mentions (cited in Buddhapriya, 2009) Many studies have shown that the staff nowadays seem to value the standard of life over the number of salaries they get. They also suggest that employee's want to own more control over their work. So they can achieve more a stronger work-life balance. Chalofsky mentions that (cited in Buddhapriya, 2009)the top employers aren't great due to the perks and benefits that they offer to the employees, but due to their organizational culture and policies that promote meaningful work and a nurturing yet supportive workplace.

It was read in doctorate thesis by (Connick, 2014) in the hotel industry, it's most important for employers to keep employees to be content to perform well. Keeping hotel employees satisfied isn't always easy since hotels are open 24 hours each day, 7 days a week; there are a few 8-5 workdays and few weekends off. They're open on holidays, special occasions, birthdays and anniversaries. Hotel employees are expected to figure irregular hours, long shifts, and carry heavy workloads.

According to Riordan(cited in Connick, 2014) Having a decent work and home-life balance is usually perceived as spending equal amounts of your time at work and reception, but it means having the ability to completely engage while at work and fully engage while reception. It means finding the balance between work-life and home-life that works for every individual Some factors that determine good work and home-life balance are the power to detach from work while reception, having employers understand work and home-life balance achieves better job satisfaction and performance, finding time for both work and home-life.

1.3.6 Theories related to Work-Life balance

1. Compensation Theory: The compensation theory is strongly associated with the work-life balance. The theory was firstly coined by Lambert in 1990. He explains the theory mentioning that in human life work and family play a very important role; both have a significant impact on each field if an imbalance occurs. The individual will try to compensate if one of the areas is imbalanced or dissatisfied. The individual will find more satisfaction in the other area. In simple words, one will compensate the satisfaction for the dissatisfaction that occurred from the other domain or area. Work and personal life are related to each other strongly. There are two types of compensation involved in this theory. One is emotional involvement and the second is rewards. For example, the area in which work or personal life causing the dissatisfaction individual will have a less emotional involvement in that area or domain and will compensate it with more involvement in other domains. The second type is rewards one will try to counter the dissatisfaction by trying to get better rewards from the satisfying domain (Taiwo et al., 2016)

- 2. Segmentation Theory:** This theory was first coined by Blood & Wolfe in 1960. They explain that work-life and personal life are two different things and they don't influence each other. why they don't influence each other because in those times men and women had categorically different roles to play men were most comfortable in working whereas women were most of the time housewives so there is no role of ambiguity as tasks were divided clearly but later on after the second world war and industrial revolution things changes drastically as there was the increased and active participation of women in workforce changed the dynamic of this theory. The study has shown that there is a strong relationship between work and personal life over the period of time and humans often struggle to segment the role. (Taiwo et al., 2016)
- 3. Spillover Theory:** Spillover theory is first coined by staines in 1980. The spillover theory explains the behavior of the human and its association with the positive effects and negative effects on human behavior. Staines explains that though there is a strong physical boundary between work life and family life it's difficult for the human being to draw the emotional boundaries as human emotions are always overpowering the physical boundaries. Human emotions such as the feeling of happiness, sadness, stress, attitude, values, and satisfaction are very important and they spill over in work domain and family domain. study shows that when positive things happen in any domain that is family or works its effect will be reflected in the other domain and vice-versa.
- 4. Border Theory/Boundary Theory:** Boundary theory was originally developed by Nippert-Eng in 1996 and explored by Clark in 2000. This theory explains that individual has different roles to perform in work like and family life, there are three main borders exists first is physical border as work and home are two different places. The time that one spends at both domains called temporal borders and psychological border consists of human emotions behavior, thinking. Each domain has different goals to achieve such as work provides financial support, work satisfaction, and family gives relationship bonding.

The researcher mentions that these boundaries are different but many people struggle to cross between borders (Ashforth et al., 2000). Achieving work-life balance to manage these borders is very important but there has to be flexibility and permeability when crossing the borders. Permeability means there has to be a limit to which the element of one domain can enter the other domain. And flexibility means a level to which the borders can be easily interchangeable when needed.

5. Role Theory (Job stressors):Role theory is explained by Kahn et al in 1964 (cited in Fisher-McAuley et al., 2003)the theory is based on the different roles that individuals have to play at work and at home and with fiends. One finds it difficult to manage between these roles most of the time. When these roles start interfering with each other and one role over power the other or once can't manage to play the given role as per the expectation and that is when role conflict occurs. According to role theory (Fisher-McAuley et al., 2003)when given roles are not performed by the expectation of oneself or while at work roles are not clearly defined then employee finds it difficult to perform these roles then it start building pressure on individual and it can be one of the reason for employee leaving the organization. Therefore, it is very important for the organization to design the job description and measure the outcome of employee performance with standard format to avoid the ambiguity in performing goal to avoid the role conflict and achieve the good quality of work life and work life balance. Undefined roles at work place are having significant relation with the work life conflict and it affects the work performance at work place.

Chapter 2

Literature Review

2.1	Concept of work-life balance
2.2	Impact of work-life balance
2.3	Quality of work-life
2.4	Work-life conflict
2.5	Work-life balance and job satisfaction
2.6	Work-life balance and employee performance

2.1 Concept of Work-life Balance

- Research paper titled “Measuring Work-life Balance in India” by(Singh, 2014). The present study strives to develop a reliable and valid scale to measure the work-life balance among the working professionals in north India. The sample size was 114 professionals from service sectors included, service sectors such as banking, insurance, education, public health, and telecommunications. This research paper talks about the four main dimensions of work-life balance which are work-life spillover at the personal life, personal life spillover at work-life behavioral enhancer and work-life behavioral constraint, according to the authors finding work life and personal life are closely related human beings tend to carry both which is the spillover theory where an imbalance in both will lead to more stress to the working professional, therefore the organization must pay the detailed attention to work-life balance policies to achieve the success of the organization. This research paper has the following gaps: Research is done in 5 industries such as banking, insurance, education, public health, and telecommunications so the sample size is too large.

- Research paper titled “Manage Your Work, Manage Your Life” by (Groysberg & Abrahams, 2014). This research paper is from Harvard business school which concludes by taking interviews of 4000 executives all over the world about how work-life balance is important at every stage of life and simultaneously at a personal level to achieve both there are certain factors which all the organization must consider like what points or elements are considered by professional success points such as individual achievement for men and women, making a difference, working in a good team with a good environment, respects from others, passion for the work, ongoing learning and development challenges.

Personal success points such as organizational achievement, enjoying work daily, financial success, rewarding relationships such as community, family, people I love, happiness, enjoyment, work-life balance, A life of meaning feeling no regrets, learning, and development such as new experiences and personal growth, financial success. Professionals also said their partners are an important part of the successful life on both professional and personal, and following support is provided by them, emotional support, accepting career demands, practical help, such as child-raising, domestic help, career, or business advice, willingness to relocate. All these above points are very important to strike the right balance at work and family.

- Research paper titled “living to work or working to live? The role of managers in creating work-life balance in Ireland” by (Drew & Daverth, 2009). The research paper highlights the following points about how managers understand the work-life balance, how they examine the policies which are in place by the organization regarding achieving work-life balance, and exploring the role of managers to facilitate work-life balance in Irish organizations sample collected by conducting the interviews of 3 big ICT companies in Ireland.

On the conclusion, they found that all companies have work-life balance policies but they are not well marketed and they need training on how to avail those policies to their employees, an organization should review and take a survey on timely basis to review the policies of work-life balance and it impacts on employees weather are still useful or new inclusion and exclusion should be there according to the employee's demand, a

company must provide training programs to support work-life balance, this programs must include time management, parenting skills, stress management. This research paper has the following gaps; research is done in Ireland in the ICT industry. The sample size is mixed from the 3 big companies in Ireland.

- Research paper titled “How would employees construct a balance between work and non-work life? Work-life Balance in the Construction Industry” by (Townsend et al., 2006). In this research paper data was collected from construction company workers based in Australia. The study highlights the fact about imbalance in work life for people working in construction industry. The major key issue is companies have time-based goals to complete the project and therefore people work in shifts and long hours as demand of the job hence workers find it difficult to manage the work life balance. In suggestion researchers suggest that there has to be strong major reforms need to be implemented in construction industry from the very step where companies file a tender for the work.

As construction industry needs to come together and start focusing more on employees working at all levels from lower management to upper management. The decision like employees should get flexibility in working hours should be at top priority. It also suggests that give more decision-making power to middle management employees as they deal with both, the staff working under them and top management. Giving employees greater control of when and how they conduct their work will add significantly to their perceptions of greater work-life balance.

This research paper has the following gaps in research; the researcher could have elaborated more on work life balance policies implemented by the construction industry. How these policies are perceived by all categories of employees. How this gap can be bridged according to the level of the employee in an organization.

- Research paper titled “Gender Differences in the Perception of Work-Life Balance” by (Doble & Supriya, 2010), data was collected from 110 people working in information technology industry in India. Researcher mentions that five factors contribute to the imbalance of work life: three factors are work related and two are organization related. Work related factors are flexible time, option to work from home, part time work, family factors are availability of child care facilities and flexibility to take care of emergencies at home.

Upon findings researcher finds that irrespective of gender both men and women think that there is strong imbalance in work- life. Both agree that the flexible work times will enhance the work-life balance. 95% of the women agree that there has to be child care facilities provided by the organization. As a double income group which is husband and wife both are working so there is a strong need to look after the child and elderly dependents.

Organizations are taking efforts to enhance the work-life balance of their employees to increase productivity as work life balance and productivity of employees are directly related. This research paper has the following gaps: research is done in the IT industry. Sample size is mixed. It must be directed at understanding individual differences so that employee specific initiatives to improve work life balance could be initiated by organizations.

- Research paper titled “Employee Work-Life Balance as an HR Imperative” by (Igbinomwanhia, Iyayi, & Iyayi, 2012). This research paper is done using secondary data Researcher highlights the importance of work life balance policies and programs which are very important part of the organizational culture. Researcher focuses on a few important theories about work life balance. Such as spillover, compensation, Resource Drain, Enrichment, Congruence, Inter role Conflict, Segmentation, Integration. Organizations should support work life balance policies and programs. This is a win-win situation for both employees and employers. Human resources department plays an important role while implanting and following work-life balance policies in organization; they are intermediaries between employees and employers. The impact of implementing WLBP is it helps organization in positive branding image in internal

customers which are organization own employees, employer of choice, people want to work with the organization. From an employee's point of view, less absenteeism at work, employees are motivated, it increases productivity, and it has a better chance that the organization goals and employee's goals should go hand in hand, for better job satisfaction. This research paper has the following gaps: Research is done in Nigeria. Paper is based on secondary data.

- Research paper Titled “Work-Family Balance: An Action Regulation Model” by (Hirschi, Shockley, & Zacher, 2019). In this research paper, the researcher has introduced a new theoretical model to achieve the work life balance in the best possible way. The name of the theory and model is Action Regulation theory.

This model explains how people can achieve the work-life Goals through 4 actions strategies

1. Allocate resources,
2. Change of resources and barriers,
3. Sequencing goals.
4. Revising Goals

Usages of these strategies are depending up on deadline to achieve the goals, flexibility of available resources and priorities of work and family goals. One should be able to vividly differentiate between family goals and work goals, allocate the available resources according to the goal demand and priority, and identify the barriers and strategies to overcome the barrier.

According to the researcher this theoretical model will help people to achieve the work-life Balance in day-to-day life. As work and family goals are difficult to separate for many individuals, they often cannot prioritize which one to achieve first using available resources. Researcher action regulation model will help individuals achieve work and family goals. Distinctively, the Researcher Action Regulation model provides fresh perspectives on work-family balance, which offers a self-motivated perspective on work and family management and stimulates new approaches in practice particularly in terms of action strategies at the individual level.

This research paper has the following gaps: Existing work-family balance research has focused mostly on balance as a fit between resources and demands, with a lack of clarity on the process through which fit occurs or specific strategies that are used to facilitate such fit. Proposed model particularly applies to project goals and less so to task or life goals.

- Research paper Titled “Abusive supervision, distributive justice, and work-life balance: perspectives from salespeople and managers” by (Gabler & Hill, 2015), for the study survey was conducted in many large US based firms 120 sales managers and 100 sales persons participated in an online survey method. Researcher highlights the fact that in the sales industry it’s difficult to maintain work life balance, as sales-based jobs are always demanding.

A Nature of the job is as such that perform or perish. The work environment plays an important role while achieving the work goals. In this sales field, employee and manager relationship is very important, as managers’ role is to optimize the individual ability to achieve time-based goals while providing a good work environment which will lead to satisfied employees. During the research, the researcher discovers in findings that if the sales managers are abusive in for certain time sales people does not care about the abusive behavior of the sales manager, and sales managers have no control over their abusive behavior, as this behavior directly influences the work environment, they create which is directly relate to the job satisfaction.

Researcher suggests that managers should avoid such behaviors and create a healthy work environment where sales people and sales managers can achieve company goals, job satisfaction more efficiently. This research paper has the following gaps: study involves multi-level data collected from both salespeople and sales managers. The survey instrument was anonymous.

- Research paper titled “The Future Work-Life Balance Attitudes Scale: Assessing Attitudes on Work-Life Balance in Millennial College Women” by (Tajlili & Baker, 2018). In this research paper the goal of this study was to construct a reliable and valid scale that assesses the work-life balance attitudes of millennial college women. The components that created the Future Work-Life Balance Attitudes Scale (FWLBAS) were based on the Kaleidoscope Career Model and proved similar to findings from a previous qualitative pilot study. The scale was administered to an online sample of 508 millennial college women in their senior year of college. The data were then analyzed via exploratory and confirmatory factor analyses, and internal consistency reliability estimates were generated.

The exploratory and confirmatory factor analyses led to the development of three subscales, namely defining working motherhood, work-life balance strategies, and influence of college personnel, and revisions of the item content of the FWLBAS. This scale is the first work-life balance instrument of its kind focusing on the population of millennial college women. The overall findings of this study suggested that the Future Work-Life Balance Attitudes Scale is a reliable and valid measure of millennial college women’s perceptions, attitudes, and beliefs about future work-life balance. It may also be a reliable and valid measure of others’ perceptions, attitudes, and beliefs about future work-life balance (e.g., non-millennial, male participants, high school students, etc.). The findings of the study highlighted the gap between the work-life balance guidance millennial college students may benefit from receiving from college personnel and how comfortable college personnel are with providing it. This research paper has the following gaps this study sampled only of women students who had chosen to attend college. Data were collected from students using a self-report mode, in which the students may have recalled experiences.

- Researcher paper titled “Work Life Balance of Female College Teachers in Thrissur District Previously, by (Thomas & Paul, 2016). This research paper focuses on the work-life balance of the teachers working in colleges. For the study 75 working married teachers in 3 different types of college’s,

1. Government colleges
2. Aided colleges
3. Self-funding colleges. From Thrissur District Kerala participated.

Findings suggest that respondents of Government college teachers have no low-level workplace support and respondents of Aided college teachers have high-level workplace support. Work interference with personal life in high level for the autonomous college teachers in compared with Aided college teachers and Government college teachers. In Autonomous college teachers, their work interference with a personal life at a high level, and work is interference with a personal life at a low level of Government college teachers.

Personal life interference with work of college teachers in low level in Aided college teachers compared with Government College teachers and Autonomous college teachers it is high in Autonomous College teachers compared with Government College teachers and Aided college teachers. Explain the satisfaction with WLB of college teachers. Government college teachers have high-level satisfaction with WLB compared to Aided college teachers and Autonomous College teachers. Autonomous college teachers have a low level of WLB compared with Government college teachers and Aided college teachers. That high level of stress was the highest among the respondents who are working in Self Financing Colleges and the same was the lowest among the respondents working in Government colleges. This research paper has the following gaps research paper is on working married female teacher in Kerala. Focus on work life conflict.

- Research paper titled “Development of an Instrument to Measure Work Life Balance of IT Professionals in Chennai” by (Banu & Duraipandian, 2014). This research paper focuses on the work-life balance of IT professionals. For the study 387 working professionals participated in the survey working Information technology industry in Chennai India. The results of the information indicate that the IT professionals accepted their work life and personal life play important roles in their WLB.

Research has developed the instrument to major the work-life balance of It professional on this Five Factors

1. Work interfering in personal life
2. Personal life interferes with work.
3. Workplace support.
4. Satisfaction with work-life balance.
5. Improved effectiveness at work.

It's evident that work interference with personal life (WIPL) isn't only negatively correlated with personal life interference with work (PLIW) but also with satisfaction with WLB (SWLB). There exists an indirect correlation between personal life interference with work (PLIW) and satisfaction with work-life balance. It's evident that WIPL and PLIW are interrelated and similarly as they form a vital combination of things influencing the satisfaction with WLB and IEW. It's clear that there's a direct correlation between satisfaction with work-life balance (SWLB) and improved effectiveness at work (IEW)and While WIPL and PLIW have a negative effect on SWLB, higher satisfaction with WLB with a positive effect contribute to the improved effectiveness at work (IEW).

Although some functional level of stress is important to enhance employees' performance, high or low level of stress is the reason behind actions of management. People, who had satisfactory work-life balance with the help of the policies implemented by the employing organization, tend to be more practical at work. Other traditional occupations and professions of the Indian middle-class, like teaching, banking, or government positions, which are more grounded in local contexts of your time, space, and place, IT professionals, encounter major problems in both global and native companies and events, almost on every day. Salary, status, and other benefits

promote high commitment to figure and long working hours where necessary. Those that had satisfactory work-life balance with the help of the policies implemented by the employing organization, tend to be more practical at work. This research paper has the following gaps: Paper is on IT industry; Sample size is random.

- Research paper titled “Measuring ROI: A Work-Life Balance Meeting ABC Hotel Co. Central Vietnam” by (Le, Nhung, & Brennan, 2018). This research paper focuses on the return on investment of work-life balance programs that are rolled out for its employees. For the study, the focus group interview method was selected for the hotel employees. The researcher mentions that how important it is to evaluate the return on investment on the employees, each and every organization invest in their employees to achieve the organizational goal and work-life balance program is one of them, the implementation of the work-life balance program, utilization of that program awareness about the program and output of those programs are measure by the researcher. This was evaluated in three phases, wherein in the first phase they asked about awareness of these work-life balance programs to its employees. Second phase was utilization of these programs by its employees and third the output of these work-life balance programs upon findings, for employees WLB practice exists for them they do not know how to use them to achieve an optimal balance between work and private life. The senior management employees find it the most difficult to have to balance their work and life than supervisory employees. The findings were a detailed interview with the workers before work-life balance programs and after they attain the program what impact did it wear employees and employers to measure the result of the program mix techniques were used it helped the corporate to boost and implement new work-life balance programs efficiently. The number of employees who participated in the work-life balance programs was increased by 40% six months after the meeting. The number of employees who achieved the balance of labor and life was increased by 47% six months after the meeting. As a consequence, these results had a big impact on reducing turnover and absenteeism, improving productivity, and still increasing employees satisfaction and customers’ satisfaction.

The results also helped the work-life balance meeting planners create meetings that satisfy the wants and desires of stakeholders and attendees. 70% of employees used WLB programs. The programs are flexible with work arrangements. Supervisors have the authority to schedule their team duty roster to maximize flexi-time while maintaining smooth operations of hotel services. 60% of employees felt their work-life was balanced and 94% of employees were satisfied with their job. These WLB programs showed positive changes in employee's work-life balance issues before and after the programs. In keeping with the human resource department's annual report, the turnover decreased from 20% in 2015 to 9% in 2016. The absenteeism also decreased from 20% in 2015 to 13% in 2016. Employee's satisfaction level increased from 20% to 48%. The results of line analysis showed that customer's loyalty was more than before the meeting. The ABC Hotel Co. Property an annual report in 2016 showed that customer loyalty increased by 20%. The focus group interview's results identified the present WLB challenges facing employees at ABC Hotel Co. Property A. This paper has the following research gap: this measurement is that analysis and reporting costs were not included within the fully loaded cost. The ABC Hotel Co. Property A should consider the impact of the prices of developing evaluation strategies, designing instruments, collecting data, analyzing data, preparing reports, and communicating the results of the ROI. Within the future, the ABC Hotel Co. Property A can apply this evaluation process to live the ROI of WLB programs.

- Research paper titled “Empirical study on the work-life balance of housekeeping supervisors in hotels of Delhi” by (Khana, 2017). The purpose of the research was to search out work-life balance issues for housekeeping supervisors in Hotels of Delhi. For the study 77, supervisory level employees of the housekeeping department working in four-star and five-star hotels participated. The study aimed to seek out whether there's a healthy work-life balance of housekeeping supervisors working at hotels in Delhi. The researcher mentions that the supervisors have a very crucial task to perform as they're answerable for the people that are working under them and also as managers whom they're responsible to answer furthermore as they're the people often are available

in contact with guest as when required and that they are the key employees to run the organization smoothly managing all this.

Supervisors should monitor, guide, and motivate the operative staff of any department or process. The researcher assesses the work-life balance on the four main dimensions of work-life balance namely quality time, involvement, satisfaction, and health which implies that housekeeping supervisors were unable to spend sufficient quality time in their personal life, lack enough involvement with family, and felt that they are doing not have satisfaction towards the work-life balance.

The most common reasons for work-life imbalance were found to be stretched working hours, break shifts, uncertainty, long traveling time, dependent care issues, unable to get leave when needed most. In suggestion the researcher says to pay employees on an hourly basis, flexibility in shift timings, fixed duty rosters. This paper has the following research gap: research focuses only on the housekeeping department. The sample is merely housekeeping department supervisors.

- Research paper titled “A Model of Work-Family Dynamics of Hotel Managers” by (Mulvaney et al., 2007). The tourism industry is well known for working for long hours, where operating managers have to make compromises in their family and personal lives. This research paper reviews the work-family interface a lot of problems in relation to quality time, setting up priorities.

This research paper proposes a conceptual model of work-family dynamic. This model is based on two theories such as spillover, and compensation. Also highlights the cause and effect factors about the possible imbalance in work-life of employees working in the travel and tourism industry, researcher mentions that there are 2 main factors that cause an imbalance in work and family life one which are organizational factors such as, long working hours less pay, the implication of this leads to absenteeism at work, high employee turnover, less organizational commitment, poor job performance and this implication are at individual level, less job satisfaction, health problems. Personal factors such as an unsupportive spouse, many people dependent on one income source, age.

In suggestion the researcher mentions that there should be mediation policies introduced such as sabbatical leaves, onsite child care, job sharing, from the organization side to achieve work-family balance. This paper has the following research gap: the paper is about travel and tourism industry. WLB sample is not collected. Paper is based on secondary data.

- Research paper titled “An Empirical Study on the Employee Perception on Work-Life Balance in Hotel Industry with Special Reference to Odisha” by (Mohanty & Mohanty, 2014). This paper examines the key factors related to work-life balance (WLB) and the employee's perception towards it. For the survey, 100 Employees of star category hotels in Odisha are considered. The researcher mentions that work-life balance is a very important factor in one life cycle. Balancing both is a task for every individual, especially for the people who are working in the service industry. In hospitality sector it's more difficult as this industry nature is working 24 by 7 and it is human-based service, therefore, employees working in this industry experience much pressure to balance work and life. In this research, the researcher finds out the factors that can lead to an imbalance in work-life factors such as, long working hours, fluctuating duty rosters, and physical stress, and dependent care at home, hazards working conditions. All these above-mentioned factors have a strong correlation toward job satisfaction, employee turnover, time management, and shortage of staff. In the suggestion, the researcher mentions that the human resource department plays an important role in the success of the organization they should design policies that are employee-centric, work-life balance procedure should be part of the organizational culture so it will have a positive impact on employees working environment as well as attitude, proved training to employees on the basis of performance review so it will help to understand the problem and could provide the solutions according to need of the employees it will have positive attrition rate. This research paper has following gaps research is conducted in Odisha hotel but does not mention any specific star category of the hotel. Other factors which are related to work-life balance are not considered such as employees' personal factors.

- Research paper titled “Nuances of Work Life Balance-Women in Employment” by(Shetty, 2018):This research paper talks about the work-life balance of the women employees in particular, as work-life balance is difficult to achieve especially for the women as they have to give importance to their family friends as well as work and cannot compromise on any of this so they need to have successful work-life balance this paper particularly give a lot of emphasis on how the women employees need to manage work-life as it’s always easier to say than done. when it comes to the individual particularly women in employments to balance work-life it difficult to set a model or strategies as one size or one particular structure cannot fit for everyone, because work-life changes according to the demographic profile of the women, like married single, therefore, it is more difficult for the organization to bring this on one platform and form the policies which will help to strike the right balance for their employees, having said this research paper highlights that a poor balance between work life and personal life affects employees and the organizations that they are employed in.

Imbalance in work-life often leads to stress, burnout, health problems and absenteeism resulting in a decline in productivity and a lack of job satisfaction at the workplace all of which can prove costly to the organization. A good WLB strategy must be worked upon to facilitate work aspects for all women employees. Peace, Happiness, and Satisfaction will impact both the work and home environment and thus, WLB is important to one and all, more so for women in employment. This research paper has the following gaps; research is done using only secondary data. No specific industry is mentioned.

2.2 Impact of Work-life Balance

- For the study in research paper titled “Impact of work life balances among the female employees of hospitality sector in India” by (Lakhera, 2019), a sample size of 50 female employees working in star category hotels was selected. The outcome of the paper showed that young female worker in the hotel has less family & official obligations and doesn't find any difficulties to manage personal & professional commitments.

This indicates that they don't have an imbalance in work life. On the contrary, 50% of females who were married with or without children working at supervisor and managerial level said work dominates the personal life and it does affect the personal and professional commitments and creates an imbalance in the WLB. Organizational policies also do affect the work-life imbalance. Strong contributing factors towards the imbalance are long working hours, uneven shifts, health care, and lack of child care facilities offered by the hoteliers, salaries and guest expectation and maintaining brand image causes more stress.

In the case of female employees who are married and have children face more difficulties as they have no one to look after their children, they prefer a joint family structure over the nuclear family structure. This paper has the following research gaps: only female employees have been considered. Specific categorization of the hotel is not mentioned as in 5-star hotels or 4-star hotels. The sample size was 50 female employees from all designations such as managers, supervisors, and trainees.

- Research paper titled “The impact of emotional labor on employees' work-life balance perception and commitment: A study in the hospitality industry” by (Hofmann & Stokburger-Sauer, 2017). This research paper evaluates the importance of emotional dissonance of hospitality employees and its correlation to the employees' job satisfaction, employees' performance, and employees' work-life balance. Emotional labor means when someone feels the need to suppress their own emotions. In other words, one has to keep a fake smile on your face all day because you work in service industry. For the study 197 employees working in Germany and Austria in four-star hotels participated in an online survey.

The researcher mentions that the nature of the hospitality industry is where encounters with customers are most important, as this industry is a service industry where employees working in this industry are continuously needed to show positive emotions while serving the guest to achieve the customer's satisfaction and employer's expectation.

Therefore, this emotional labor often causes stress to the employees and leads to emotional dissonance. Why this emotional dissonance occurs is because it's expected that employee should display positive emotions while at work and while serving the guest and actually every time it's not the case as spillover theory mentions that humans do carry work at home and home at work most of the time, but the nature of the hospitality industry is as such that 'Smile goes Miles' no matter how the employee's emotional status is they have to have a positive attitude along with positive emotion, and this causes a role of conflict.

In findings, researcher mentions that emotional labor has a strong impact on the work-life balance of the employees as well as their job satisfaction and their commitment towards the job, therefore in suggestion researcher says that organization should create a strong positive work environment for its employees as well as displaying positive emotions while at work on a continuous basis takes an emotional toll and this leads to emotional dissonance, therefore, hotels should come up with strong strategies where employees will be able to have positive work-life balance, which will lead to more job satisfaction and less emotional dissonance. This paper has the following research gaps; the studies don't include other emotional labor components such as surface-acting and deep-acting.

- Research paper titled "Effects of a work injury prevention program for housekeeping in the hotel industry" by (Landers & Maguire, 2004). The aim of this research paper is to find out about the usefulness of a work injury prevention program for the housekeeping department of a hotel. Health is wealth. Especially if employees do more physical work, in the hotel industry particularly the housekeeping department have a good amount of cleaning and a standing job where accidents can take place as they work with lots of cleaning agents or chemicals, to reduce accidents within the organization as well as the

prevention of accidents to employees and guests is equally important for the hotel. Therefore, these work injury prevention programs provide guidelines to the workers to reduce the danger and smooth operation; Studies have validated the use of various injury prevention strategies to decrease the incidence of work-related injuries.

The results suggest that frontline employees who cannot establish a healthy balance between family and work domains are disappointed with life generally. Additionally, managers at the slightest degree levels should be trained regarding the sustainability of a family-supportive work environment. This paper has the following research gap researcher paper is based on secondary data.

- Research paper titled “Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals” by (Buddhapriya, 2009). This research papers talk about the barriers to women’s career advancement. The study is conducted with 121 working women professionals in government services, the public sector, the private sector, and NGOs across different levels. A finding of the research mentions that there are 3 main barriers faced by women during the advancement of their career: family responsibilities, lack of gender-sensitive policies in the organization, and children’s responsibility. Family responsibility affects the career decision, children’s responsibility affects career advancement, also giving priority to career over family receive social disapproval. Hence respondents from the survey expect that the organization that they are working for should strongly initiate the policies which will help to support the work-life balance policies such as flexible working hours, child care facilities, emergency care policies, wellness, and personal development programs. Research also reveals that the demographic profile of women has a strong impact on work-life balance. Married women have more imbalances in work-life in comparison with single women. This research paper has the following gaps: the study sample is too large.

- Research paper titled “Not all work-life policies are created equal: career consequences of using enabling versus enclosing work-life policies” by (Bourdeau, Ollier-Malaterre, & Houlfort, 2019). In this researcher paper researcher focuses on work life balance policies are used by the organization are used to control the organizational behavior of the employees that means, when organization designs the work life balance policies for the employees such as flexible working hours providing day care facilities meals on duty, car was services, doctors on call these policies offered by the origination are controlling policies which controls the behavior of the employees which ultimately increase the job performance of the employee. Researcher has suggested the model of work-life balance policies called more enabling policies vs. more enclosing policies. Enabling policies, such as family and personal leaves, part-time work, or reduced-load work arrangements, is likely to lead to lower work devotion attributions from supervisors. Researcher suggests that this model will achieve more job satisfaction and also employees won’t feel that they are controlled by the organization. This research paper has the following gap: Research is done using secondary data; not any specific industry is mentioned. Suggested model of enabling WLBP vs. controlling WLBP is a theoretical model only it’s not implemented in any industry.

2.3 Quality of Work-life

- Research paper titled “A Study on Quality of Work Life: With Special Reference to Employees in Coimbatore” by (Kumar and Shanu., 2016), a sample size of 120 employees working in Coimbatore city was selected. This paper focuses on the Quality of work-life offered by the employer. The researcher mentions that there are important aspects of quality of work-life which are offered to the employees such as work environment, economic rewards, fringe benefits, and safety measures while at work. Quality of work-life has a strong correlation with the employee's job satisfaction, organizational goal, and the individual’s goal. The design of the quality of work is a process. This process has to be well defined and well utilized by the employers as offering a good quality work life has a strong relationship with job satisfaction. In conclusion the researcher mentions that employers thatoffer quality work-life such as good and safe working, environment, fringe benefits, monetary reward, fair

compensation policies, transparent performance appraisal system, job security, definite career plans result in higher employee satisfaction. Further, the above-mentioned factors are components to measure the quality of work life. This paper has following research gaps: a sample of 120 employees in Coimbatore city was taken but it does not mention any specific industry. Designation of the employees is not mentioned.

- Research paper titled “The quality of work life in competitive potential development in the tourism industry: A conceptual model and research propositions” by (Bednarska, Olszewski, & Szutowski, 2013). This research paper highlights the conceptual framework for the quality of work-life of employees in the travel and tourism industry. It’s often said that employee job satisfaction is related to the organization they work for, where the service industry is the combination of intangible and tangible, so there is a strong correlation between employees who are a tangible asset for organizations.

In tourism industry employees are mostly in contact with customers for selling intangible services, therefore the organization must invest intangible assets like employees who are going to work with them, and this starts from recruiting process where an organization must understand what kind of employees are going to join organization, and their expectation or goal should go in parallel with the organization as employee satisfaction is strongly related to the organization goal, working environment, and policies offered by the organization to its employees and customer feedback about a theme or encounter situation wherein employees speaks to customers and sells organization product in travel and tourism industry.

To achieve high job satisfaction from employees' point of view it’s observed that it’s highly correlated to satisfaction of the customer means if a customer is happy and satisfied employees get more job satisfaction. This leads to employee engagement, loyalty, and willingness to be in the organization for longer-term. Employees are a strong pillar of the organization which gives a competitive advantage, particularly in the travel and tourism industry.

To cope with increased competition and to overcome the challenges Travel and tourism organization should take measures to obtain well-organized labor resources. This paper has the following research gaps: Research is done based on secondary data. The framework model is conceptual only.

- Research paper titled “Quality of Work Life in Tourism – Implications for Competitive Advantage of the Tourism Industry” by (Bednarska, 2013). This research paper talks about the association of the work-life balance of employees working in the travel and tourism industry. The travel and tourism industry is labor-oriented, as human beings serve human beings so there are lots of aspects involved when it comes to managing the human resource or to retain employees or to be successful in a competitive world.

From the employee's point of view, they perceive very specific things and from the employers' perspective when it comes to work-life balance those things are pay, job security, safety, career prospects, social relation, job content, leadership. All these points make a huge impact on employees' work-life balance.

In the findings, it says that employees enjoy work relationship with their co-workers which contribute to job satisfaction and rest of the things offered by the employers such as the essential value of work, monetary compensation, job security, opportunities for professional development, management process, the balance between career and private life, and health / safety conditions are perceived relatively bad. Three characteristics of work quality deserve special thought, mainly prospects for career advancement, work-life fit, and job content, which are often ignored by the travel and tourism organization for its employees.

The perception of a working environment, salary security, in the tourism industry varies geographically means job quality is higher in the developed countries where the tourism industry is considered as a major contributor in an economy where labor laws are followed and implemented successfully and in countries that are developing or record minor tourism economic impact, it's perceived that these above work conditions are often neglected from employer's side. This paper has the following research gaps: it draws from the secondary source. Research is conducted in European countries, other factors such as demographic of the employees, work experience are not considered.

- Research paper titled “Women, work–life balance and quality of life: case studies from the United Kingdom and Republic of Ireland” by (F. Smith, Wainwright, Buckingham, & Marandet, 2011). In the research paper author emphasis on the three main key sections. The first is on Women, second is on the work-life balance associated with women and men and third section quality of life for both of them. Researchers emphasize the complexity of work-life balance; researchers mention that work-life balance means two different things for groups of men and women. For the researcher, they observed locales from three different cities Bristol, West London, and Dublin. The concept of work-life balance is very indistinct for women, women have more pressure than men as they have a massive amount of reproductive work to do as well as they have pressure though they are part of western society. Findings of the research papers mention that while researchers were going for the research paper, recession hit and the global men’s jobs were at more risk over women. According to EHR Commission 2009, Within the UK, 40% of the women’s jobs in the general public sector are more likely to be affected, compared to men. This research paper has the following gaps; Research is finished in the UK. Research is based on secondary data.
- Research paper titled “The Role of Quality of Work Life in Jordanian Hotel Industry” by (Alown, Al-fakeh, & Aburumman, 2021). This research paper talks about the role of quality life in relation to job satisfaction, considering organization structure, leadership style within the organization. For the research, 430 hotel employees participated in a survey working in five-star hotels located in Jordan. In findings, the researcher mentions that quality of work life is the focal point for job satisfaction and to achieve the quality of work-life the dominant factors are organizational structure and leadership style of managers, as the hospitality industry is fast-growing and demanding it's very important to maintain quality of work-life by providing good work conditions and leadership style has to be changing according to the employee demand and needs, a true leader is who understand his subordinates, build trust in them, give the motivation to work, and achieve the organizational goals together as a team. This research paper has the following gaps; research is mainly focused on job satisfaction and leadership style.

2.4 Work-life Conflict

- Research paper titled “work stress of hotel industry employees in Puducherry” by (Anbazhagan, Rajan, & Ravichandran, 2013). This research paper mentions that employees working in the hotel and restaurant industry specifically are experiencing a high level of job stress. Stress is an unavoidable consequence of contemporary living. In light of the above, the current study tries and throws light on the varied problems of occupational stress among hotel and restaurant professionals, specifically the center level employees working in the Union Territory of Puducherry. 120 hotel employees participated in the survey.

Work stress could be a major challenge for any organization today. Workers who are stressed are more likely to be unproductive, unhealthy, poorly motivated, and careless at work. 5 different types of stress have been studied in this research paper, these are environmental stress, organizational stress, group stress, individual stress, job stress and consequences of these stress are individual, behavioral, psychological, medical, and organizational. Most of the respondents are not clear about their organizational goals and hence there is role conflict.

It is found that an unachievable deadline is one of the areas where the employee faces stress. Most of the employees believe that the organization is not utilizing their ability appropriately, that means they are either underutilizing the ability or over utilizing it. More than 55% of the respondents strongly agree that they have a lot of workloads. 58% of the respondents agreed that there is stress due to political pressures. The majority of the respondents replied that they are working under stress and that is more than 40%. Only 1% and 93% of the respondents are under moderate stress and the remaining 6% of respondents are under high stress.

Most of the stress and interpersonal stressors have a relation between each factor. In suggestion, the researcher suggests Redesigning jobs to give employees more responsibility, more meaningful work. The organization can focus on stress management programs. This paper has the following research gaps: research is concentrated on one aspect of work-life balance which is stress. Research is on middle-level employees working in the union territory of Puducherry.

- Research paper titled “Work Life Balance and Work-Family Conflict in the Hospitality Industry: What Do We Know in 2012?” by (Kidd & Eller, 2012). This research focuses on aspects of work-life hindrance which includes work-life balance, and work-family conflict, with detailed relation to the hospitality industry the various concepts. The study was done in Australia.

This research paper examines what policies of organizations within the hospitality industry could put to scale back the results of work-life interference. In suggestion research mentions that Following policies implementation will help to boost the work-life balance of hospitality employees Communication between management and staff is important, and thus it has to be improved and every one the time priorities. Onsite child-care centers, family leave, maternity leave, paternity leave, a concierge service for workers (such as delivery or collection of dry cleaning), on-site family counseling, stress management workshops, employee fitness workshops useful in reducing difficulties in work-life balance, further as work-family conflict, benefit.

The implementation of work-life balance policies, this implementation of policies results in higher retention rates, with associated cost savings; reduced absenteeism and leave usage; a discount in worker stress and enhancements in employee satisfaction and loyalty, greater flexibility for business operating hours; improved productivity; and an improved corporate image Other factors that ought to be taken under consideration by hospitality organizations include selection and hiring, to make sure that the person knows at the time of signing on, what hours and overtime are going to be involved.

This has to be made clear to people not acquainted with the industry at the time of hiring. Training and education can assist the employees. Staff must be made conscious of coping mechanisms, and knowing the way to seek help when necessary. It's going to be necessary for the worker to bring truth to the eye of management if they're unaware that there's a stress or work overload problem. Work environment is a very important component to reduce stress, so employers can offer good food (healthy food) and possibly including free use of the hotel gymnasium and other facilities.

From the employer side, can give efforts while designing a job for the employees such as shift timings and planning of duty roasters as this will head to manage quality of a work-life. Within the area of work-family balance, this paper has the following research gaps: Research is completed in Australia. Research is completed on secondary data.

- Research paper titled “Study on work stress of hotel industry employees in Ramanathapuram district, Tamilnadu” by (P.Gowrishanka, 2018). The aim of the research paper is to analysis of the stress in hotel employees and identify the reason for the same. In the research study the effort is done to analyze the effect of stress, on Performance, Attitude and Motivation of the employees. It is found that there is a significant association of family types with performance, attitude and motivation level of employees under stressful conditions. For the study 150 hotel employees from Ramanathapuram hotels participated in the survey.

The study shows that most of the hotel employees responded that they're not very clear about their organizational goal and hence there's role conflict. It's found that an unachievable deadline is one amongst the areas where the worker faces stress. Most of the workers feel that the organization isn't utilizing their ability properly. The study in Hotel Industries shows that 93.33% of the staff suffers from stress. Though fewer employees are suffering from low stress, they are not doing or not adopting proper coping strategies. Workers who are stressed are also more likely to be unproductive, unhealthy, poorly motivated, and careless at work. So, the management should provide organization-wide stress avoidance and coping techniques that might help the worker to manage their stress.

It is observed that even in stressful conditions the attitude can be positive if tips and incentives are given. A new belief system can be generated by conducting personality development and mind management programmes in intervals. Yoga and meditation classes can help in creating a positive attitude for hotel employees for reducing work stress. This paper has the following research gap; Research is done in Ramanathapuram district. Sample size is 30 different hotels but does not mention any specific category such as four star or five-star hotels. There aren't any specific practices mentioned to reduce stress and enhance work-life balance.

- This thesis titled “work-family conflict among hotel employees in Sekondi-Takoradi metropolis “work-family conflict (WFC) with the females being the most affected by (Gamor, Amissah, & Boakye, 2014). This thesis focuses on Work-family issues that were more common among the respondents than family-work issues that means hotel employees carry work problems often at home more than family problems at work. For the study 177 hospitality employees participated in the survey.

There are four most important dimensions to this problem and those dimensions are: spousal support, work involvement and flexibility, and job type were noted to account for WFC among the hotel employees. WFC gives negative effects on the individual and the hotels, and therefore the families of respondents. Employees of the hotels were noted to be reactive in their approach to managing. It is concluded from the study that four underlying factors contribute to work-family conflict among hotel employees within the Sekondi-Takoradi; work involvement and flexibility family demands, spousal support, and job type; it's also noticed that WFC affect individual employees, their families, and also the hotels. Employees usually feel fatigued in the morning and physically drained after work. They also feel depressed and emotionally drained sometimes.

WFC is additionally affecting the productivity of the employees. It also mentions in the findings that the hotel employee’s intention to quit his or her job. They remain absent at work. Employees put in less effort towards home activities; sometimes become irritable on reception, and supply poor child care and elderly care as a result of WFC. This paper has the following research gap: Research is finished in Ghana. All categories of the hotel are considered from 1 star to 5-star hotels.

- Research paper titled “Exploring the relationship of conflict between family and work among hotel employees” by (Ko, 2016). The purpose of this study is to develop a model to analyze the conflict and facilitation between work and family among hotel employees. A questionnaire was developed to analyze the above-mentioned relationships. 216 hotel employees from Taiwan participated in this study. The results pointed out that those employees receiving enough support from their family members encountered less conflict between work and family. Therefore, hotel managers should

be trained to make a family-supportive work environment, so the role of family and work will be balanced.

The findings reported in the research paper suggest that participation in multiple roles creates benefits, and frontline employees gaining resources and learning opportunities within the work or family domain display effective performance within the workplace. Frontline employees who cannot establish a healthy balance between family and work domains are dissatisfied with life generally. Additionally, managers should train their subordinates regarding work conflict, and family–work facilitation.

Good family support reduces both work-family and family-work conflicts. Frontline employees receiving adequate support within the family domain are confronted with fewer conflicts between work (family) and family (work) domains. Second, the results show that work-family conflict and family-work conflict don't affect the sustainability of a family-supportive work environment.

In suggestion, researchers suggest that properly trained managers can organize various and ongoing workshops to create employees and their members of the family openly express their work and family problems. Managers should highlight the importance of family support and also the facilitation between work (family) and family (work) roles and might guide them about a way to balance work and family roles. Hotel managers also can employ mentors to produce their employees with immediate support when needed. This paper has the following research gap: a research paper is on the hotel industry in Taiwan. The solutions provided to the problem are most likely applicable to the hotel industry in Taiwan.

- Research paper titled “Dynamics of the Work Life Balance at the Firm Level: Issues and Challenges” by(Khan & Agha, 2013). This research paper highlights how employees' work-life balance is important for the organization. The environment of the organization produces more stress and makes the employee's lives more difficult. There's a requirement to adopt a well-thought-out work-life balance (WLB) initiative that ought to be strategic, credible, and coherent with the business and HR policy framework at the firm level.

It'll surely enhance the company image additionally it will reduce the cost of recruiting, training, developing, compensating, and it will help to retain a motivated workforce.

WLB program should be designed in such a way that it will lead to more job satisfaction from employee's point of view which will help the organization in another way to increase the work performance of employees and which make the organization more attractive and help to stick to the balance of attrition rate. This research paper has the following gaps: research is completed using secondary data. There's no specific industry mentioned.

- Research paper titled “Factors Affecting Employee Use of Work-Life Balance Initiatives” by (J. Smith & Gardner, 2007). The study examines work-life balance (WLB) using a sample of 153 employees in a large New Zealand based organization and does not mention any specific industry. Research focuses on 16 work life balance policies offered in the organization, researcher focuses on which employees take initiative to utilize these policies offered by the organization and whether the employees are aware of these. These policies are as follows: in point form,
 - Paid special leave to care for dependents
 - Unpaid special leave to care for dependents
 - Paid special leave for other purposes
 - Unpaid special leave for other purposes
 - Flextime
 - Compressed work schedules
 - Telecommuting
 - Part-time work
 - On-site childcare, job sharing
 - Paid maternity leave
 - Paid paternity leave
 - Eldercare
 - Study assistance – time off for study
 - Study assistance – financial assistance
 - Time off to attend non-work events.

Upon findings female and younger employees are more aware of the WLB policies as well as they are keener to utilize them as well. There is a direct relation between work life conflicts, work family conflict and employee turnover. Organization which supports WLB culture has less staff turn –over. The employee can stick to good work-life balance. This research paper has the following gap: Research is done in New Zealand large company form all sectors.

- Research paper titled “Empirical Study on the Work-life Balance Issues of Chef at Supervisory Level in Hotels of Delhi” by (Khanna & Bali, 2017). The research paper is based on issues faced by chefs working at the supervisory level in hotels in Delhi to achieve a work-life balance. For the study, 150 chefs were interviewed working in 5 stars and 4-star hotels in Delhi. This study evaluated 4 dimensions that are associated with work-life balance, quality time, involvement, satisfaction, and health.

In findings researcher mentions that chef working at supervisory level has difficulty to manage work-life, the main hurdles were, stretched working hours, and break shifts, traveling issues such as many chefs used to travel to work more than 2 hours one way, a lot of fluctuation in duty rosters, inability to get leaves are main reasons towards the imbalance of work-life.

The researcher suggests that giving fewer break shifts, less fluctuation in duty roster, and sanctions of leave in time will help to minimize the imbalance as chefs would be able to give more quality time at home, which will lead to satisfaction at work. This Research paper has the following gaps: only imbalances of chefs are measured, not all the hotel employees working at the same horizontal level. Not all the factors are considered which causes an imbalance in work-life factors such as salary, family issues, work pressures, deadlines to achieve at work.

- Research paper titled “The Impact of Work Life Conflicts on Employees’ Job Satisfaction in Hotel Industry” by (Munasinghe S., Priyashantha K.G., & Goonetilleke A.E., 2019). This research paper mainly talks about the impact of work-life conflict on the job satisfaction of hotel employees. For the study 120 employees working in the Sri Lankan hotel industry participated in the survey. Findings suggest that there is a

significant impact on job satisfaction if work-life conflicts interfere with each other; due to the characteristics of the hotel industry i.e., working 24 by 7 employees often are under pressure to perform or perish due to heavy competition for the job. The researcher suggests that to avoid work conflict organization should implement and follow work-life balance practices such as duty timings, breaks, leave, rewards, recognition, where the employee will be more engaged and motivated to work which will interfere less in his/her family life, and this will lead a high level of job satisfaction. This research paper has the following gaps. Though research is conducted in the Sri Lankan hotel industry it does not mention any particular category of the hotels such as five stars nor does it mention any particular designation of the employee, as work-life conflicts may change according to the organization and designation.

- Research paper titled “The moderating roles of job control and work-life balance practice on employee stress in the hotel and catering industry” by (Flora F.T. Chiang a, Thomas A. Birtch b, 2013). This research paper talks about the work demand of the hotel industry and its impact on employee work stress and work-life practices followed in the hotel industry. For the study 150 food and beverage service people, waiters and waitresses participated in the survey working in the Hong Kong hotel industry. The researcher mentions that the nature of the job is as such where waiters and waitresses have less job empowerment as well as the demands of the job are extra hours of working low social recognition, peak hour’s demands of the customer are always a priority, this all lead to job stress. In findings, researcher mentions that there is a reason why there is a high staff turnover in the industry and though the hotel does have work-life balance practices implemented the use of those practices are very low, employees would look forward to moving from the industry as soon as they get the good opportunity to work, for those employee’s special do not form the hotel management background. This research paper has the following gaps, researcher considers employees working only in the food and beverage department.

- Research paper titled “Leadership style and negative work-home interference in the hospitality industry” by (Tromp & Blomme, 2014). This research paper highlights the impact of leadership styles negatively impacts on the work-life balance of the highly educated hotel employees in the hospitality industry. For the study 126, highly educated hospitality employees participated in a survey working in various different companies. They were our alumni of the hotel management school in the Netherlands. The findings of the study show that employees experience less negative work-home interference when they see that their organization offers the flexibility arrangements such as the possibility for schedule adjustment, flexible working hours, and facilitating employees in working part-time findings demonstrate that work-home arrangements and leadership style plays an important role in explaining negative work-home interference. These findings can be used as input for the definition and execution of HRM policies for highly educated employees in the hospitality industry. With regard to the managerial implications involved, Studies show that the younger-aged workers highly value work-home balance and that this influence their decision to work for an employer additionally the imbalance in work and home many women employees leave the hospitality industry. This paper has the following research gap: The study was conducted with a limited sample in a relatively limited part of the sector. It does not mention any specific category of the hotels. Further research is needed in other layers of hospitality organizations, employee’s natural work environment as well as that of the family.

2.5 Work-life Balance and Job Satisfaction

- Research paper titled “Effect Of Demographic Variables And Job Satisfaction On Employee Turnover: A Study Of Hotels (FHRAI Approved) Of Kolkata” by (Biswakarma, 2016). This research paper categorically focuses on employee’s job satisfaction related to the demographics of hotel employees working at particular designation like front line employees, supervisors, and managers in 3 different types of the hotel which are 4 stars 3 stars and a 2-star hotel. The significant influencing factors of job satisfaction for the employees are the nature of work, pay, and relationship with co-workers, opportunities for promotion and supervision, and type of contract like permanent or contractual.

Job satisfaction and employee turnover are inversely related to each other. The job satisfaction levels of the employees who are the point of contact with the guest most of the time are very low over the supervisory level and managerial level. Contractual employees are very important for the hotel industry as they make up for most of the physical workload, but unfortunately, they have a very low job satisfaction level, and their plan to quit their current employer is extremely high. The satisfaction level of the female employee over male employee is high and has the lowest intention to leave the organization.

The facilities provided by two star and three-star hotels for contractual employees are alarming, four-star hotels provide uniforms and on-duty meals to their employees, for the other category hotels apart from using the washroom, they fail to provide any facilities at the workplace. This leads to high staff turnover and less job satisfaction. Therefore, good organizational policies or employee-centric policies need to be incorporated to overcome the problem. This paper has the following research gaps: Research is done in Kolkata sample size is all-star hotels have been taken into consideration which is 4, 3 and 2. Only one aspect of WLB has been taken into consideration which is demographics and its effects on job satisfaction.

- Research paper titled “To Study the Perception of Female Employees of The Hotels About the Facilities Provided to Them and Its Impact on Their Satisfaction” by (Anuradha Karmarkar, July 2016) This research paper highlights the female employees’ perception of the facilities provided by the hotels to them and a comparison of both perception and its impact on job satisfaction. The hotel Industry became part of the industry or its standing to become an industry in 1986, therefore human resource practices should be followed at par with the other industry for its employees.

Over a period from number of female employees working in the hotel industry have significantly increased. Which brings attention to the facilities which are provided to the female employees is different? Or their special needs are taken into consideration? Apart from maternity leave, Organization offers several facilities to their employees but there are only a few facilities especially for female employees.

There's a divergence about the availability of certain facilities like provision of special leaves apart from maternity or grievance mechanism, where organization strongly says these policies do exist but on the contrary female employees do not agree to this. Facilities of Maternity leaves and Grievance systems have a major impact on women employees. Whereas being women they tend to get fewer transfers over the male staff. All managers confirm that there aren't any special perks and benefits to females. This paper has the following research gaps: Research is focusing only on 1 aspect of WLB which are facilities provide by an employer. Sample size 50 female employees for all-star hotels. No specific cadres of employees are chosen as sample Employees.

- Thesis titled "Work and Home-Life Balance: A Comparative Study of Hotel Employee Satisfaction in the West and Midwest" by (A Connick, 2014). This thesis highlights the work and Home- life balance of employees working in the hotel industry. Hotels from the USA were chosen as sample don't offer food and beverage facilities. The grounds of this study are a comparative analysis between two regional parts of hotel employees from west and Midwest were to look at the factors that influence employee Work and home-life balance how they manage it which are the major factors that influence the work home-balance.

In the findings, it is mentioned that work home-balance does get affected for the employees who are working in the hospitality industry employees do carry work pressures at home and home pressure at work and there is a strong association between this spillover theory and job satisfaction when mapped by the researcher. The regional location does not make any difference. Female employees from both regions have a lower level of work home-balance than male employees.

Work home life satisfaction decreases because the working percentage of female employees is getting higher in numbers. In suggestion, the researcher mentions that employers must conduct training programs and open communication with employees to increase job satisfaction as the researcher shows that there is a strong relationship between job satisfaction and employee performance as the satisfaction increases the performance also increases.

This paper has the following research gaps: the survey was conducted employing a convenient sample. The response rate was very low, which resulted in the convenient sample expanding into a snowball effect to achieve more responses. Consequently, the results cannot accurately represent both regions. Both regions reached a minimum of 30 responses, more responses would have helped to broaden the participation and help to generalize the results more accurately. The time duration of the study for roughly one month, the responses could be different during a special time of year.

- Research paper titled “The Impact of HR Practices on Job satisfaction: A Case Study of Hotel Industry in Pakistan” by (Islam, Bangish, Muhammad, & Jehan, 2016). The purpose of this research paper is to explore the effect of HR practices which are mostly followed by the hotel industry practices like Recruitment, empowerment, working environment, and compensation benefits from the employer while working do that practice makes an impact on employee job satisfaction within the Hotel Industry of Pakistan. 100 employees from 10 hotels situated in Peshawar.

The findings say that there's a considerable relationship between HR practices and job satisfaction. Moreover, Recruitment and selection, empowerment, and dealing conditions have a positive effect on job satisfaction, while compensation has a negative effect on job satisfaction, which indicates that the majority of employees aren't satisfied with the payment of the employer.

Observed findings concluded that best HR practices have a significant and positive effect on employee's job satisfaction. Therefore, it's suggested that the HR manager should know and implement the HR practices correctly to require good work from their employees. Employees should be rewarded properly and adequately. Promotion should be provided on the idea of qualification and skill to encourage the staff. Recruitment and selection should be unbiased. A proper working environment should be provided. Organizations should pay an inexpensive payment to their employees. This paper has the following research gaps. The Research is completed in Pakistan. It does not mention any specific category of the hotel. The sample size of the study was small with ten hotels only.

- Research paper titled “The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees” by (Azeem & Akhtar, 2014). This research paper focuses on how health care employees perceive work-life balance and it studies the results of their perceived work-life balance and job satisfaction in coordination with organizational commitment. For the study 275 hospital staff from Uttar Pradesh India participated in the survey. Results mention that there is a strong correlation between work-life balance, job satisfaction, and organizational commitment. It mentions that employees who have a good work-life balance have significantly more job satisfaction and it ultimately provides strong organizational commitment.

To achieve the work-life balance organizational policies play an important role, as work often interferes with family duties then it leads to an imbalance in work-life followed by less job satisfaction and less organizational commitment. The researcher suggests that health care employees do play an important role in society as well. The organization must take the essential steps in the direction of developing work-life balance policies to strengthen job satisfaction and commitment among workers. Management support and commitment are essential toward work-life balance initiatives. This research paper has the following gap: Research is completed in the healthcare industry.

- Research paper titled “outcomes of work-life balance, job satisfaction, life satisfaction and mental health: a study across seven cultures” by(Haar, Russo, Suñe, & Ollier-Malaterre, 2013). This research paper talks about how work-life balance is associated with employee job satisfaction and mental health for this they have surveyed the 1,416 employees from seven different countries and the outcome they have received is that WLB is positively related to job satisfaction means WLB is achieved by providing, good WLB policies by the employer like flexible working hours supportive work cultures, in the conclusion of the authors of the paper says that organization should invest more into WLB culture and policies as this is directly associated with employees work-life conflict and employees performance also means if work culture and good work-life balance policies are implemented it helps employees to avoid the work-life conflict and it helps to have good mental health too as well as it helps them to overcome the challenge of imbalance of work-life.

This research paper has the following gaps: the research paper does not talk about any particular working industry, sample size from seven different countries New Zealand, Spain, France, Italy, Malaysia, and China.

- Research paper titled “Employee Work-Life Balance as an HR Imperative” by (Igbinomwanhia, Iyayi, & Iyayi, 2012). This research paper is done using secondary data Researcher highlights the importance of work life balance policies and programs which are very important part of the organizational culture. Researcher focuses on a few important theories about work life balance. Such as spillover, compensation, Resource Drain, Enrichment, Congruence, Inter role Conflict, Segmentation, Integration. Organizations should support work life balance policies and programs. This is a win-win situation for both employees and employers. Human resources department plays an important role while implanting and following work-life balance policies in organization; they are intermediaries between employees and employers. The impact of implementing WLBP is it helps organization in positive branding image in internal customers which are organization own employees, employer of choice, people want to work with the organization. From an employee’s point of view, less absenteeism at work, employees are motivated, it increases productivity, and it has a better chance that the organization goals and employee’s goals should go hand in hand, for better job satisfaction. This research paper has the following gaps: Research is done in Nigeria. Paper is based on secondary data.
- Research paper titled “An Empirical Study into The Relationship between Work/Life Balance and Organizational Commitment” by (Ahmet Tayfun, 2014). The main objective of the researcher in this paper is to study and examine the relationship between employees’ work/life balance and the level of organizational commitment. Do the demographics profiles of the employees change the organizational commitment? for the study 400 nurses in the Ankara, city hospital was chosen further, the other objective of the study is to find out whether there is a significant difference between the perception of work/life balance, level of organizational commitment and employee’s age, education, the duration of service in the job, the duration of service in the hospital has an impact on the work-life balance of the nurses?

According to the findings, as a result of this, we can say that the workers at the age of 56 and over are more successful than the other age groups about work-life balance. We can say that; the workers who have been working for 21-30 years have a better work-life balance. There is no significant difference between education level, service duration, and work-life balance. That the workers in 46-55 age groups have more continuance commitment than other age groups. The workers having master's degrees have more commitment than the others. Workers' continuance commitment increases with the duration of service on the job. Especially the workers' who have been working for 21-30 years have strong continuance commitment.

There is a positive directed relation between work-life balance and emotional (affective) attachment with the current working organization and the continuous commitment (normative) want to work in the organization commitment was found, but there was also a negative directed relation between work-life balance and continuance commitment. This research paper has the following gaps; the research paper is based on the hospital industry. Research focus is on the WLB of hospital nurses and their organizational commitment.

- Research paper titled “Measuring of job satisfaction: the use of quality of work life factors” by(Gupta, 2019). This research paper is based on the work satisfaction of employees working in the banking sector in India. For the study 300 working banking professionals were interviewed working at private banks in India. The researcher mentions that quality of work-life has a major contributing role to achieve work-life balance. An employee spends a minimum of 8 hours of his day at the workplace; these workplaces have a work environment which has a significant impact on employees work life and job satisfaction which leads to work- life balance. Private banking sectors are a lot more different than banks owned by the government. Employees have set targets to achieve; they are in contact with customers for many hours for sorting or discussing an issue related to banking service, which leads to work pressure and causes an imbalance in work-life. In findings, the researcher mentions that quality of work-life has many dimensions such as working hours, reward, compensations, appraisal system, performance, training and development, empowerment, policies. Employers must

consider the above-mentioned points while making policies as lack of transparency in these policies will lead to dissatisfaction and will have a significant impact on employee turnover, absenteeism, and de-motivated staff. This research paper has the following gap; the research paper is done in the banking industry.

- Research paper titled “Gears of Job Satisfaction among Star Hotel Employees” by (Kiruthiga, 2018). This research paper is based on employee job satisfaction working in the hotel industry. For the research data was collected from 100 employees working in star category hotels. The questionnaire was dividing into two parts based on Herzberg 2 factors theory 1 part focuses on hygiene factors such as relationship with supervisor, co-workers, subordinates, hotel policy, working condition, salary and service benefits and absence of that leads to dissatisfaction, and 2 parts motivating factors such as career advancement, growth opportunities, recognition, achievement, work itself which leads to job satisfaction in employees.

In findings, the researcher mentions that 57% of the employees are dissatisfied due to lack of hygiene factors in that salary and working conditions are most dominant for dissatisfaction. In motivating factor growth opportunity and recognition were top most to provide job satisfaction. The researcher suggests that hotel employers must provide good working conditions to provide job satisfaction. This research paper has the following gaps, the research did not mention any specific category of the hotel and designation of the employee as job satisfaction can be dependent upon the start category of the hotel and designation of the employee.

- Research paper titled “Measuring Job Satisfaction among Hotel Employees: The Mediating Role of Organizational Commitment” by (Shamimul Azima, Patcharee Sumethokulb, 2020). This research paper talks about the factors which can lead to job satisfaction for hotel employees these factors are Emotional Intelligence, Organizational Commitment, Supervisors Support. For the data collection, 323 low and middle-level employees working in the Malaysian hotel industry were surveyed. The researcher mentions that EI is very important as EI means individuals' ability to solve the problem and defining the meaning of emotions. As the nature of the hospitality industry is a

service industry where employees are in continuous contact with customers where emotions play a very important role while delivering services to the guest, if one can manage EI well it will have a direct impact on customer satisfaction and on Job satisfaction. In findings, the researcher mentions that. Emotional Intelligence, supervisors support, and organizational commitment have a significant impact on employee job satisfaction.

- Research paper titled “Work-life balance and its impact on employee satisfaction on five star hotels” by (AL-Omari, Hanandeh, Al-Somaidae, Al Jarrah, & Alnajdawi, 2020). This research paper focuses on work-life balance and its impact on job satisfaction. For the study, middle and low level of hotel employees working in five-star hotels from Aman capital of Jordan was considered. The researcher highlights the dimension of job satisfaction as well as the work-life dimension. For job satisfaction, there are 4 main factors:

1. Physical includes: salary system and bonuses
2. Social includes: relationships to work colleague’s subordinates, and supervisors.
3. Personal includes: age, social status, academic qualifications.
4. Functional include: opportunities for the growth in the company, leadership styles, professional development, sense of self-esteem, values of individual, the mental and physical ability of employee ambition, loyalty, work experience in the industry.

In the findings, the researcher mentions that work-life balance has a significant impact on employee job satisfaction. It has to be a two-way road to have a high level of job satisfaction organization and employees need to take and maintain the constant efforts to maintain the work-life balance and job satisfaction.

- Research paper titled “Employees’ Satisfaction Is It an Antecedent of Customers Satisfaction: An Empirical Study on the Five and Four Star Hotels in the Kingdom of Bahrain” by (Atteia & Al-ekir, 2016). The research paper talk about employee satisfaction as a consequence of customer satisfaction for the study employees working in five-star hotels located in Bahrain city was considered as well as customers who also participated in the survey. Employee’s satisfaction has many factors out of which, work

environment, rewards based on customer's service, promotion, and supervision are topmost. In findings the researcher mentions that there is a direct relationship between customer satisfaction and employee job satisfaction, pay rewards to rank topmost among the other factors followed by promotion as this will foster their career path and will lead to an increase in salary and fringe benefits for job satisfaction. In the suggestion the researcher mentions that organizations should understand the dissatisfaction factor and try to boost the morale of the employees to understand their sense of belonging and identify their abilities. The organization must create an employee engagement score to analyze how much they are passionate about their job and this score can be co-related to customer satisfaction score.

- Research paper titled “Impact of Quality of Work Life on Employee Satisfaction in Hotel Industry” by(Soni & Rawal, 2014). This research paper focuses on components of work-life balance researcher mentions there 6 components of work-life balance. For the study 120 hotel employees from a chain hotel and no chain hotel located in Udaipur were considered.
 1. Self-Management includes management of oneself, having proper sleep-eating healthy food, exercise.
 2. Time Management includes optimum utilization of time, prioritizing of jobs.
 3. Stress Management; understanding the demanding nature of the job and personal life, managing both its tasks.
 4. Change Management includes up-gradation of profession techniques, adoption of changes of management style.
 5. Technological Management includes coping with advanced technology.
 6. Leisure Management includes the last but most important factor, being in the hotel industry it is difficult to get time off.

In findings, the researcher mentions that job enrichment gives employees freedom and helps to achieve goals, the organization should respond to employees' needs. Value their time and services provided by them to customers, timely reward and too important to maintain the high job satisfaction.

- Research paper titled “Impact of Work Environment on Job Satisfaction: A Comparative Study of Chain and Non-Chain Hotels of Rajasthan” by (Dr. Rawal, 2015). This research paper focuses on how the work environment is important to achieve job satisfaction. The researcher mentions that the hospitality industry is the fastest growing industry, the work environment is most important for the employee to work it runs for 24 by 7, it's a service industry where serving guests with a smile is a top priority, from the employee point of view this also can get monotonous, and will lead to dissatisfaction and will also lead to serving guest by dissatisfaction. For the study 250 hotel employees working in the chain and non-chain hotels based in Rajasthan India participated in the survey. In findings research motions that work environment is the most important factor to achieve the job satisfaction, work environment includes, workplace, lighting, work colleagues, supervisor, their attitude and behavior create a work environment, absent of these points will lead to dissatisfaction such as monotonous work, fatigue, lack of communication, and hamper the guest service experience. This research paper has the following gap; this research paper highlights the only work environment angle of work–life balance.
- Research paper titled “Employee Satisfaction in Hotel Industry: The Case Of Hotel Radan In Prolom Banja” by (Perić, Dramićanin, & Sančanin, 2019). This research paper is a case study of one hotel named Radan in Serbia. For the research, data was collected from employees working in this hotel, 75 employees participated in the survey. The researcher mentions that the working environment is the most important factor for job satisfaction in the working environment. It includes salary, training, rewards, work timings, work colleagues, communication vertical and horizontal, participative management. In findings, the researcher mentions that job satisfaction changes according to the demographic of the employee, and his job statuses such as full time and part-time, age, single, married having said this it depends upon organization work policies. This research paper has the following gap; the research paper is based on only one hotel.

- Research paper titled “The Influence of Competencies of Managers on Job Satisfaction of Employees in the Hotel Industry” by (Gorenak, Špindler, & Brumen, 2019). This researcher paper focuses on managers' competency can be an influential factor for job satisfaction or the job itself. For the research 300 hotel employees participated in the survey from a hotel based in Slovenia. In findings, the researcher mentions that the good quality of the managers/competency does influence the subordinate quality or competencies such as communication, job knowledge, training abilities, morals ethics at work, following organization standard operating procedures, review performance of employees without any prejudice. These qualities do matter for employee job satisfaction. There is a strong relationship between managers' competencies and employee job satisfaction. This research paper has the following gap. The researcher's paper is based on job satisfaction; it doesn't mention any particular hotel category employee.
- Research paper titled “The Impact of Factors Forming Employee Service Attitude on Service Quality, Customer Satisfaction and Loyalty in the Hotel Industry” by (Xin & Choi, 2020). This research paper talks about customer satisfaction, customer service, loyalty, and quality of customer service. For the survey 26 five-star hotels located in Tianjin China, a total of 240 employees working at these five-star hotels participated in the survey. Researcher mentions that in hotel industry customer service, quality, loyalty is very important, to be successful in the business in this cut-throat competition every hotel goes miles to achieve this customer satisfaction and to run the show internal customer that is employees of the hotel are very much important, during the study researcher finds out that the job satisfaction and customer service, quality has strong relationship if the internal guest that is employees are not satisfied with job it will lead low customer satisfaction. This research paper has the following gaps; the research paper is based in China so studies are valid only for them. Doesn't talk about how to manage the dissatisfaction that occurs due to monotonous work.

2.6 Work-life Balance and Employee Performance

- Research paper titled “The effects of high-performance work practices on critical performance outcomes: evidence from the hotel industry” by (Karatepe, Baradarani, Olya, Ilkhanizadeh, & Raoofi, 2013). In this research paper authors categorically proposes and test a conceptual model about the joint effects of high-performance work practices on creative performance and service recovery performance. This study was conducted in the northern part of Cyprus in four-star and five-star hotels’ front-line employees. Total 165 employees participated in survey.

In the hospitality industry due to increase in competition, the service quality is the most important factor to retain the customer and to bring new customer, therefore the role of front line employees is more crucial, where they are in continuous contact with the customer and hence to achieve the service quality Human resource departments establish the high-performance work practices such as, selection process, job security, training, empowerment, rewards, service recovery performance, creative performance.

The results indicate that out of 6 high-performance work practices job security appears to be the prime importance followed by rewards, selection policies, empowerment, and training. The results are creative performance and repair recovery performance. Offering job security to front employees should be a top priority. Such a high-performance work practice suggests that front employees can stay within the organization for as long as they do their job-related tasks according to the management expectations.

Creative Performance and repair Recovery Performance are the critical performance outcomes in frontline service jobs. Hiring the correct person for the correct job is a key to improve service quality. This paper has the following research gaps: only front-line employees are considered for the survey. Research is conducted in the northern part of Cyprus. Other High-Performance Work Practices like work-family balance, career opportunities, and teamwork are not considered.

- Research paper titled “Work-Life Balance and Employees ‘Performance: The Mediating Role of Affective Commitment” by(Kim, 2014). The main purpose of the study was how the impacts of the work-life balance on affective commitment of the employees as well as in-role performances. For the study 342 employees working in Korean business participated in the survey.

The researcher mentions that affective commitment is very important from the point of view of organizational success. Affective commitment means employees feel motivated while working and they feel that they should contribute to the organization willingly and they have an emotional attachment toward the organization. The researcher also found out about the relation between in-role performance and work-life balance.

Employee behavior while performing the duty is called as in role performance. The results showed that there is no direct effect of work-life balance on employee’s in-role performance on the other hand; it was found that employee’s affective commitment increases with those organizations which implements and follows work life balance practices, however affective commitment has a positive influence on in-role performance. This research paper has following gaps: research is conducted in Korea, not in hospitality industry. The findings of this study could be useful for Korean organizations. Less attention has been made on what effect work-life balance has on employees’ attitudes and behaviors.

- Research paper titled “Antecedents of work life balance and its impact on loyalty, satisfaction and performance” by(Kadarko Esther Dizaho, 2013). This research paper focuses on work-life balance practices followed in an organization and criticizes various authors' viewpoints keeping in mind to produce a higher understanding of the position and contributions from various authors and experts within the field. This research paper also critically analyzes each point associated with WLB and its influence on employee’s loyalty, satisfaction, and performance. Most authors agree that job life balance cannot be achieved without top management support and commitment, while many authors who have researched the WLB believe that flexible hours of labor and work schedule are an efficient means of achieving a balanced work-life and a variety of authors also agree that employees personal life and responsibilities should be acknowledged and

reverted to attain work-life balance and lastly leaves and vacations have been identified as a good means of balancing work life.

Overall, most scholars and authors agree that each one antecedent of work-life-balance has a positive impact on employee's loyalty, satisfaction, and performance lastly organization to retain employees and reduce employees' intention to quit should employ the practices of work-life balance thanks to the positive impact it's on building loyal employees. Employee satisfaction and effective performance are essential in achieving organizational effectiveness and thus, employers should ensure employees' satisfaction and performance through the initiation and effective practices of labor life balance. This research paper has the following gaps: Research relies on secondary data. Researchers should be focused on identifying the negative influence of technology on work-life balance and not talk about any particular industry.

- Research paper titled “Moderated Mediation between Work Life Balance and Employee Job Performance: The Role of Psychological Wellbeing and Satisfaction with Coworkers” by (Haider, Jabeen, & Ahmad, 2018). This research paper focuses on trio relationship between psychological well-being and job performance and work life balance these three factors are interrelated and have huge influence to achieve work life balance as well as good job performance. Study was conducted in Pakistan in the banking sector where 311 employees participated in the survey.

Upon findings researcher mentions that psychological well-being is the most important factor to achieve job satisfaction and once job satisfaction is achieved, the employees have achieved work life balance. Researcher mentions that psychological well-being means good support from work colleagues, and supervisors which gives them the feeling of empathy, respect and trust this lead toward the great psychological well-being researcher major psychological well-being on following parameters or variables motivation, cheerful, enthusiastic, lively joyful, in good spirit, energetic.

These all are positive emotions that employees felt during working and because of the work colleagues and supervisors, therefore. The findings of this research indicate that these positive feelings are directly related to psychological well-being which is directly related to job performance to achieve work life balance, and this research shows how

good job performance is related to good work life balance and vice versa. This research paper has the following gaps; sample was from the banking sector. Supervisors' rating of more than one employee might have created systematic variance into the ratings of job performance.

- Research paper titled “Work Life Balance Policies, Practices and Its Impact on Organizational Performance” by (Ainapur, Vidyavathi, Kulkarni, & Mamata, 2016). This researcher focuses on the importance of the implementation of work-life balance in a company are they really useful, do employees avail that and responsive to it, and try this policy make an impact on employees' performance. How the organization policies may be improved and the way these policies when applied to any or all workers are often considered strategic human resource management which will translate into improved individual and organizational performance. For the study 50 people from the pharma were interviewed.

Upon findings it shows that the corporate offers policies to manage work-life balance like care leave, study leave, career break, cultural or religious break, are provided by the organization but many of the staff don't use them fullest and for organization, it is an additional cost of induction training and development and high responsibility on the supervisor by the manager to allocate work fairly. Introducing flexi-time can cause long hours of labor, reducing productivity and direct supervision throughout the day are going to be difficult for the managers.

Policies for parenting and pregnancy are offered by the organization employees are tuned in to it but no policy for paid paternity leave. Policies on flexible work arrangements don't seem to be there within the company. Policies on additional work provision are available within the company. For the staff, the barriers to achieving work-life balance are career consequences, gender perception, managerial support, and coworker's support.

The organizational outcome thanks to work-life balance often ends up in enhancing the organizational image, retention of desirable employees, and more work satisfaction. WLB practices are simplest once they enhance employees' autonomy and increase their capacity to perform well in work and within the family situation this research paper has the following gaps: Paper is on pharmaceutical industry; Sample size is random.

- Research paper titled “Assessing the implications of work-life balance practices on employees performance in the hospitality sector” by (Flora F.T. Chiang a, Thomas A. Birtch b, 2013). This research paper is based on secondary data, where researchers have done an extensive literature review examining the literature on the hotel industry based in 15 different countries' assessing what policies and practices are followed to achieve work-life balance for hotel employees. In findings, the researcher mentions that to achieve the work-life balance has its many dimensions and its two-way process where employee and organization should take equal efforts to maintain the balance. From the organization side providing good working conditions, flexible hours of work, employee recognition, promotion, reward, and career growth are the top most factors to be considered. From the employee point of view, employees must understand the nature of the industry and should have the ability and emotional intelligence to stick to the balance. This paper has the following research gaps: the paper is based on secondary data.

Research Gap

The researcher has reviewed several pieces of literature as a part of the literature review chapter. This segment has helped the researcher to identify variables for the study. Moreover, the literature review helped the researcher to identify and establish a relationship between variables. The researcher has also identified research gaps which are as follows:

1. The researcher has not found a single study focusing on the work-life balance of middle management employees working in five-star hotels in Pune city.
2. Moreover, none of the studies was focusing on the work-life balance practices embedded as part of the organizational culture of five-star hotels in Pune city.
3. None of the studies was focusing on the work-life balance and employee's satisfaction with reference to middle management employees working in five-star hotels in Pune city.
4. None of the studies was focusing on Imbalance in family life and health due to work and imbalance in the quality of work-life and health due to personal factors.

Chapter 3

Research Methodology

A Study on Work-Life Balance of Middle Management Employees with Special Reference to Five Star Hotels in Pune City

- 3.1 Introduction
- 3.2 Statement of the Problem
- 3.3 Objectives of the Study
 - 3.3.1 Research Questions
- 3.4 Need of the study
- 3.5 Scope of Research
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 - 3.5.2 Theoretical Capacity
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 - 3.8.1.1 Research Plan
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 - 3.8.4.2 Pilot Study
 - 3.8.4.3 Data Analysis Process
 - 3.8.4 Statistical Tools Used
 - 3.8.6 Statistical Tests

Research Methodology

This chapter includes the approach of methodology followed by the researcher in this thesis. It describes the state of the problem, significance of the study, poses the research statements. The objectives of the study are also presented followed by the generated hypothesis. It further explains the research design, which consists of the type of research, sampling size and type and data collection methods. It states the selection of various tools and techniques undertaken as part of hypothesis testing.

3.1 Introduction

The hospitality industry its service industry comprises of hotel and travel and tourism industry a big pillar for the service industry, it is the main constituent of tourism infrastructure without which travel and tourism industry cannot be complete .when tourist travels to any tourism destination for more than one day the basic one looks for its good accommodation that once can stay, there are two sides of this industry one side where it generates a lot of revenue for the tourism industry creates a lot of employment, job opportunity for the government and its people. To lead a healthy and peaceful life it is necessary to maintain the right balance between work and personal life. An individual's ability to fulfill the commitments of work and other personal activities such as family life, social life, leisure is termed as work-life balance.

3.2 Statement of the Problem

Work-life balance can be defined as a proper mix between numerous roles in a person's life. It primarily deals with maintaining a healthy balance between work life and personal life with the minimum conflict between the two. A work-life balance needs proper prioritizing between work and lifestyles. There is no perfect shape to work-life balances; it varies from individual to individual as priorities of individuals differ. Individuals need to maintain a proper balance or equilibrium between work life and personal life. The concern of the quality of employees work life is growing over the years. The conflict between work and personal life may have negative effects on the family and career of an employee. It also affects the physical and mental health of an individual. There are various reasons which lead to an imbalance in work life and personal life.

- Globalization has resulted in 24X7 working hours in the hospitality industry.
- Due to the increase in competition, the work pressure has increased.
- Family exceptions are increasing making family life more complex and lot of responsibilities
- Advancements in technology especially mobiles and the internet have made it possible for an organization to be in constant touch with their employees.

3.3 Objectives of the Study

The researcher undertook a review of existing literature to get an insight into the work-life balance. The various aspects ranging from the importance of work-life balance, practices followed in the organization to provide the quality of work-life and factors that influence the work-life balance for the organization and for the employees like personal factors that imbalance the family life and work-life were the part of the preparatory study which built the following set of objectives which are presented for this research.

1. To find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city.
2. To study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in Pune city.
3. To correlate work-life balance and job satisfaction of the Middle Management employees of five-star hotels in Pune city.
4. To study the effect of work-life imbalance on family life and health of middle management employees of five-star hotels in Pune city.

3.3.1 Research Questions

An extensive review of the literature was conducted related to various aspects of work-life balance, the importance of work-life balance practices followed in the hotels, organizational factors and personal factors related to work-life balance, etc. Based on the same, the following research questions were formulated.

1. Work-life balance Practices followed in the hotel: Leave, rewards and monetary benefits, recruitment and selection facilities and fringe benefits, training and development, team members.
2. Organizational factors: working hours, work culture and work environment, perks and benefits, job satisfaction, job security and empowerment, performance and appraisal.
3. Perception factors of an employee: imbalance in family life and health due to work experiential factors: imbalance in family life and health due to work. Personal factors may affect the quality of work life.

3.4 Need of the study

The hospitality industry is a service industry it's always said that a hotel is "Home Away from Home". In the hotel, industry service encounters with customers are very important because during these encounters with customers there is a strong engagement happen with the customer. In the hospitality industry, consumers and providers both are human and that's where it has crucial point, to satisfy the need and wants of the customer, it makes a huge impact on customer satisfaction and customer loyalty and hotel always thrive to have big sales figures to be in the competition or survive in the competition, but in reality, do hotels care for its internal customers? Which are their employees?

All the MNC hotel chains often talk about the employee welfare practices or lay down the policies which are beneficial for the employees to motivate them to work with that one particular organization, as a generation are moving forward with the technology needs and wants of employees are also changing, does this make an impact on employees' performance? Work-life balance is a term often used in all the industry not only in the service industry, what is the exact meaning or definition of Work, Life and Balance as words individually and all together? As a concept many research articles on the very same concept has been published in all the sectors, as well as in the hotel industry, this particular

study throws light on the work-life balance of middle management employees working in a 5-star hotel in Pune city.

Middle management employees are often interact with customers and they have team to manage frequently working at this position is crucial, because middle management employees have pressure from top management to give their best and if their team members do not perform well at work or do not show up at work they need to fill their position at that very hour also middle management employees have to manage a team along with the other responsibilities such as work and home therefore this study particularly focuses work-life balance of middle management employees working at 5-star hotels.

3.5 Scope of Research

Scope of research covers the spread of study which was undertaken by the researcher as part of this study. It is categorized into three sections. The geographical scope presents the geographical region undertaken as part of this study. The theoretical scope includes the topic(s) and sub-topic(s) covered in this study. Finally, the analytical scope determines that the analytical tools were rigorous for the research.

3.5.1 Geographical Reach

The researcher had selected Pune city as a geographical spread for the study. Automobile, Information Technology, Education, Pharmaceutical are the prominent industries in Pune attracting the MICE (Meeting, Incentives, convention, Exhibition) tourist. Notonly from Maharashtra but from all parts of India and abroad alike. Further, it is the cultural capital of Maharashtra. All this together has accelerated the extraordinary growth of the hospitality industry in Pune.

3.5.2 Theoretical Capacity

The present topic covers theories for work-life balance like compensation theory, segmentation theory, and spillover theory and border theory. Quality of work-life provided but the hotel, organizational factors related to work-life balance, personal factors regarding work-life balance.

3.5.3 Analytical Scope

As part of this study, the collected data was analyzed with the help of statistical software. The primary data was collected through a questionnaire for middle management employees and structured interviews were conducted for Human Resource representative of five-star hotels located in Pune city. The questionnaire for middle management employees was close-ended as well as open ended and this provided the researcher with the opportunity to apply statistical tools and techniques to analyze the data collected and report findings.

3.5 Limitations of the Study

For the present study, the researcher has used both primary and secondary methods of collection of various data and naturally, the data collected is likely to be affected directly or indirectly. The researcher is fully aware of these possibilities and has tried to undertake due care to see that the results would be representative of the universe. The researcher is aware of the following limitations of his work.

The limitations of the study are broadly classified based on the factors given below:

- 1. Geographical Constraints:** The researcher had chosen Pune city as a geographical spread for the study. By the limited resources available with the researcher, the geographical area was limited.
- 2. Time-frame Constraints:** The study had an instinctive constraint of the time frame during which it was conducted. It may not be exaggerating to say that on account of the highly dynamic nature of the research topic, it is always possible that the data, references and periodicals may become outdated. Therefore, the study had to be completed in a given time frame which is August 2018 to March 2022.
- 3. Only Middle Management employees** who are working in five-star hotels located in Pune city are covered in the study hence all the suggestions are applicable to them only.

3.7 Statement of Hypotheses

The hypotheses of the study were formed by the researcher after studying the literature, understanding the base which forms the basis of the hypotheses that were gradually developed. In this presented study, the following hypotheses have been generated and tested. H_0 denotes as Null Hypotheses and H_1 denotes as alternative hypotheses.

H_0 : There is no significant difference amongst respondent about Human Resource Practices which helps in managing work life balance of middle management employees working at five-star hotels.

H_1 : There is a significant difference amongst respondent about Human Resource Practices which helps in managing work life balance of middle management employees working at five-star hotels.

H_0 : There is no correlation between personal factors which helps in maintaining work life balance of middle management employees working at five-star hotels.

H_2 : There is correlation between personal factors which helps in maintaining work life balance of middle management employees working at five-star hotels.

H_0 : There is no correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels.

H_3 : There is correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels.

H_0 : There is no correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels.

H_4 : There is correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels.

H₀: There is no correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels.

H₅: There is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels.

H₀: There is no significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

H₆: There is significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

H₀: There is no significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels.

H₇: There is a significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels.

3.8 Methodology of the Study

The following methodology has been used to find out the outcome of the research and for this purpose the methodology has been divided into five parts as given below.

- Research Plan and Research Design
- Sample Size and Sampling Technique
- Sources of Data Collection
- Data Collection and Data Analysis Process
- Statistical Tools and techniques used

Let us look at each of the five parts in detail.

3.8.1.1 Research Plan: The research plan on which the study was carried over has been presented here. The research plan was drafted as under:

- a) Identification of problem area
- b) Setting of Objectives
- c) Reviewing and examining of relevant literature
- d) Collection of information from secondary sources regarding work life balance
- e) Population size, justification of population size and sample size
- f) Pilot study-for questionnaire
- g) Preparatory work for designing the questionnaire, along with the structured interviews drawing up the draft questionnaire, its pilot testing, analysis of the sample and finalization of the questionnaire done.
- h) Collection of primary data using suitable questionnaires and data entry
- i) Analysis of primary data carried out with the help of statistical tools to draw findings, interpretations and conclusions
- j) Presentation of certain suggestions on the basis of findings and conclusions

3.8.1.2 Research Design: As per views of various experts and authors, analytical research, uses facts or information already available, and analyze them to make a critical evaluation of the material. While descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied, descriptive research answers the questions i.e., who, what, where, when and how. Thus, on the basis of the above, researcher has used the tools which were appropriate for the study. The following table no. 3.1 will explain the research design used for the study.

Table No. 3.1: Research Design

Research Design	Research Methodology	Details
Type of Research	Descriptive Research	It is concerned with condition, practices, structures, differences, or relationships that exist, opinions held, processes that are going on or trends that are evident.
	Analytical Research	It involves the identification and interpretation of data already existing in documents, pictures and arte facts.
Nature of the Study	Quantitative Study	Focuses on measurement and proof, based on scientific approach
Data Collection Approach	i) Primary Data	Questionnaire Method, Formal and Informal Discussion and observations Interview Type: Formal structured interviews Structured questions for gaining relevant information related to research study
	ii) Secondary Data	Related Published Books, Magazine, News Paper Articles, Journals, Published Report Articles & Manuals, Related web sites
Measurement Technique	Questionnaire Design	Questionnaire1: Middle management employees working in five-star hotels in Pune city Structured interview: For human resources representative working in five-star hotels in Pune city.
Sampling	Population size	Population =476 (Total of all Middle management

		employees working in five-star hotels in Pune city.)
	Sample Size	Middle management employees working in all five-star hotels in Pune city. =437 Structured interview: 10 Human Resource representative from all ten five-star hotels
Analysis of Data	Software, Statistical Tests & Statistical Tools	SPSS package used (Percentage Analysis, Graphical Analysis, Microsoft Excel)
Testing of Hypotheses	Statistical Tests	Inferential statistics including weighted mean, Correlation, Factor analysis.
Presentation of Thesis	Software used	MS Word, MS Excel

(Source: Field Work)

3.8.2 Sample Size and Sampling Technique:

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. A research population is generally a large collection of individuals or objects that are the focus of scientific query. To understand the opinion of the population researches are conducted. However due to the large size of the population it is difficult to test and obtain detailed data from every individual of the population. If each and every individual of that population is to be tested, then it will become time consuming and expensive. Hence appropriate sampling should be done which will represent the appropriate population. This research has focused the study only on middle management employees working in five star hotels located in Pune city. The number of the middle management was given from human resource representative at the time of pilot study. The list of the five-star hotels is obtained from Federation of Hotel and Restaurant Association of India is an apex body which accredits the star to the hotels according to the norms laid down by the Government of India and ministry of tourism. According to this list there are 10 five-star hotels locate in Pune city which are selected for the study. A structured

interview conducted for Human Resource Representative of these hotels, and through these structured interviews figure of middle management employees has been obtained working in five-star hotels in Pune city.

Respondents:

1. Middle management employees working in five-star hotels in Pune city.
2. Structured interview for Human resource Representative from five-star hotels in Pune city

Justification of sample size:

A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. A research population is generally a large collection of individuals or objects that are the focus of scientific query. To understand the opinion of the population researches are conducted. However due to the large size of the population it is difficult to test and obtain detail data from every individual of the population. If each and every individual of that population is to be tested, then it will become time consuming and expensive. Hence appropriate sampling should be done which will represent the appropriate population.

The total number of Middle Management employees was 476 in 2021. The sample size was calculated as per given below formula:

$$n = \frac{NZ^2 * 0.25}{[d^2 * (N-1)] + [Z^2 * 0.25]}$$

Where,

n = Sample size required (?),

N = Total population size 476

D = Precision level (0.05),

Z = No. of standard deviation units of the sampling distribution corresponding to the desired confidence level (1.96).

With the above-mentioned formula, the value of n (sample size) comes to 212.83 rounded off to 213. Hence the sample required is 213 employees. This justification of sample size is confirmed with following table no.3.2

Table No. 3.2: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

(Source:- Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970)

Table No 3.3: Sample Size

GROUP	EXPECTED SAMPLE SIZE	ACTUAL SAMPLES
Middle Management employees	213	437

[Source: Data collected from Primary source]

So as per the study total sample size determination is 213 would be needed to represent the population. Hence in order to reach the minimum sample size 500 questionnaire were administered through Google doc, manually and telephonic, and totally 460 of collected questionnaires out of which 437 were complete in all respects for the research were taken for data analysis.

Table No. 3.4 Employees Working in Five Star Hotel in Pune city

Five Star Hotel	Employees Working at Middle Management Level	Expected Sample size	Actual Response Collected
1	51	23	42
2	68	30	66
3	17	8	17
4	45	20	41
5	50	22	46
6	45	20	41
7	45	20	41
8	35	16	31
9	60	27	56
10	60	27	56
TOTAL	476	213	437

(Source: Field Work)

Sampling Technique:

Using purposive random sampling technique, data was collected from the respondents.

3.8.3 Sources of Data Collection:

For this research study the data and information are collected through primary source and secondary source. The details of these sources and process are explained below:

Primary Source:

The primary data was collected through filed survey using pilot tested questionnaire for middle management employees. Structured interviews were conducted for Human Resource Representative. The primary data was collected through Questionnaire method, Formal and Informal discussions and Observation Method which are briefly mentioned below.

1) Questionnaire Method: The formal instrument in the form of questionnaire was developed to collect the information regarding Work life balance of employees working in hospitality industry its benefits, problems. In this research study, the information has been collected through the 'Questionnaire' method. Formal questionnaire was distributed to middle management employees' Hard copies of questionnaires were circulated to the concerned respondents and duly filled questionnaires were promptly collected. In some cases, data has been collected through Google docs. Structured interview was conducted for Human resource representative using Google form as tool.

2) Formal and Informal Discussions: In this method interviews were scheduled with the Human resource representative structured questions were asked orally and information related to the study was collected. In most cases the respondents preferred to fill the questionnaire while some preferred to answer the questions orally.

3) Observation Method: In this method researcher has observed different points & things which are useful for interpreting the data. Formal & informal discussions with respondents have provided the necessary information to the researcher to analyze, interpret & to arrive at conclusions.

Secondary Source:

The sources of secondary information are printed and electronic, annual reports, working papers, Journals, Books and Magazines, research work and it consist of

1. The data about different related research work and opinion of researchers about their work.
2. The data related to the human resource practice followed in the organization.
3. Data collected from books published on work life balance of employees working in hospitality industry etc.and articles, News Papers, Weekly Magazines and Websites related to the research study.

3.8.4 Data Collection and Data Analysis Process:

3.8.4.1 Preparation of Questionnaire: A structured questionnaire was created by the researcher to gather the data from middle management employees. The questionnaire was split into 3 sections. A first section of the questionnaire covers all the demographic. The second part of the questionnaire was dedicated to work-life balance practice followed in the organization. The primary purpose of this section was to gather the information associated to work-life balance practices followed in the five-star hotels in Pune city. The third part of the questionnaire included the questions related to personal factors and organizational factors that imbalance work and family life. In order to get accurate results Likert's Scale was used in the second and third section. The structured interview question for human resource managers was divided into two parts. Part one focused on the factors that influence work-life balance practices followed in five-star hotels. The second part was about organizational factors such as job satisfaction and empowerment and work culture and work environment of the hotel.

3.8.4.2 Pilot Study

Cronback's Alpha was used to check the reliability of the questionnaire for consistency in results. The questionnaire prepaid for the Middle Management Employees stands for the value of above 0.5 In this case, the Cronchback's α value for Middle Management Employees is 0.911 and is considered as very good reliability for the instrument used.

Following is the case processing summary of pilot test for the employee questionnaire.

Table no. 3.5 Case Processing Summary			
		N	%
Cases	Valid	78	100.0
	Excluded ^a	0	.0
	Total	78	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.911	79

The reliability of the structured interview was checked using Cronbach's Alpha. The α value for the structured interview was calculated to 0.737 and hence can be said that the structured interview is reliable for the consistent result and can be used to test the hypothesis.

Following is the case processing summary of pilot test for the structured interviews of Human Resource Managers.

Table no. 3.6 Case Processing Summary			
		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.737	69

3.8.4.3 Data Analysis Process

The data collection has been completed and the process of coding and analysis of the coded data has also been completed. The data has been entered in Microsoft excel in separate data sheets prepared as per the questionnaires. Answer to all questionnaires, coded in excel has been be exported to SPSS software package. Then various statistical tools and test for analysis were applied and reports have been generated.

3.8.4 Statistical Tools Used: The data is presented by using graphs, tables, as the research consists of large sample size. After coding of data, the analysis has been done by using various tests and statistical tools for data analysis. The following are the statistical tools that have been used by the researcher.

- Microsoft Excel: - Data Storage Tool
- IBM SPSS: - For Data Analysis & Interpretation.
- Microsoft word: - Data Presentation.
- Statistical tests: - Testing of hypotheses

3.8.6 Statistical Tests: In this study, descriptive statistics are used followed by inferential statistics including.

1. Inferential statistics including weighted mean
2. Correlation
3. Factor Analysis

Chapter 4

Analysis of Data Interpretation & Findings

This chapter aims at interpreting the data which has been collected by the researchers using structured questionnaires. SPSS 17.0 was the software used to process the data. Both the questionnaires that are questionnaire for employees working at supervisory level in all the department of a five-star hotel situated in Pune city and questionnaire for Human Resource Manager of a five-star hotel situated in Pune city. Questionnaires were processed through this software for analyzing the data and testing the hypothesis.

- 4.1 Analysis of Data collected from Customers
 - 4.1.1 Employee Demographics
 - 4.1.1.1 Gender
 - 4.1.1.2 Age
 - 4.1.1.3 Hotel Name and Number of Middle Management Employees Working
 - 4.1.1.4 Name of the Department
 - 4.1.1.5 Marital Status
 - 4.1.1.6 Spouse Employment
 - 4.1.1.7 Number of Children
 - 4.1.1.8 Type of Family (Living with)
 - 4.1.1.9 Annual Income
 - 4.1.1.10 Working Hours per Week
 - 4.1.1.11 Working Days in a Week
 - 4.1.1.12 Are you working in hotel industry from beginning of career
 - 4.1.1.13 Total working experience in hotels
 - 4.1.1.14 Current experience with this organization as supervisor
 - 4.1.1.15 Education
 - 4.1.1.16 Stream of Education
 - 4.1.1.17 Your current work status
 - 4.1.2 Work life balance practices
 - 4.1.2.2 Rewards and Monetary Benefits

- 4.1.2.3 Facilities & Fringe Benefits Provided By Hotels
- 4.1.2.4 Training and Development
- 4.1.2.5 Team Members
- 4.1.2.6 Organizational factors
- 4.1.2.7 Organizational factors: Perks & Benefits
- 4.1.2.8 Organizational factors: Work culture & Work Environment
- 4.1.2.9 Organizational factors: Job satisfaction
- 4.1.2.10 Perception factors – Due to the work.
- 4.1.2.11 Experiential Factors – Due to the work:
- 4.1.2.12 Personal Factors – Due to family
- 4.2 Analysis of Data collected from Hotel Human Resources
 - 4.2.1 Hotel Demographic
 - 4.2.1.1 Type of Organization
 - 4.2.1.2 A part of multinational group of hotel chain
 - 4.2.1.3 Total Number of Middle Management Employees working
 - 4.2.1.4 Recruitment, selection & Retention policies
 - 4.2.1.4.1 Recruitment and selection Process Sources of Recruitment
 - 4.2.1.4.2 Internal Mode for Recruitment & Selection: modes like: Recommendation, Conversion of Part-time to full time, Notice board, Labour Union and All of the above.
 - 4.2.1.4.3 External mode: for Recruitment & selection: modes like: Newspaper Recruiting, Notice board, Universities/ campus recruitment, Internet/ Hotel own website, Agencies, All of the above.
 - 4.2.1.5 Performance appraisal method is used by the Organization
 - 4.2.1.6 How many times in year performance appraisal is done
 - 4.2.1.7 Work-life Balance Practices followed in the organization: Leave
 - 4.2.1.8 Reward
 - 4.2.1.9 Recruitment and Selection
 - 4.2.1.10 Factors influencing HR WLB Policies: Performance and Appraisal
 - 4.2.1.11 Facilities & Fringe benefits
 - 4.2.1.12 Job Security

- 4.2.1.13 Empowerment /Satisfaction
- 4.2.1.14 Training and Development
- 4.2.1.15 Work culture and work Environment
- 4.3 Testing of Hypotheses
- 4.4 Findings
 - 4.4.1 Findings from Employee Data
 - 4.4.1.1 Gender
 - 4.4.1.2 Age
 - 4.4.1.3 Hotel code and Number of Middle Management Employees Working
 - 4.4.1.4 Name Of the Department and Number of Middle Management Employees Working from All the Hotels
 - 4.4.1.5 Marital and Family Status
 - 4.4.1.6 Annual Income
 - 4.4.1.7 Working Days in a Week and working hours per week
 - 4.4.1.8 Are you working in the hotel industry from the beginning of your career
 - 4.4.1.9 Total working experience in hotels
 - 4.4.1.10 Current experience with this organization as a supervisor
 - 4.4.1.11 Education & Stream of Education
 - 4.4.1.12 Your current work status
 - 4.4.1.13 Work-Life Balance Practices Leave
 - 4.4.1.14 Rewards and Monetary Benefits
 - 4.4.1.15 Facilities & Fringe Benefits Provided By Hotels
 - 4.4.1.16 Training and Development
 - 4.4.1.17 Team Members
 - 4.4.1.18 Organizational Factors Work Timings and Shifts
 - 4.4.1.19 Organizational factors: Perks & Benefits
 - 4.4.1.20 Organizational factors: Work culture & Work Environment
 - 4.4.1.21 Organizational factors: Job satisfaction
 - 4.4.1.22 Perception factors Imbalance in Family Life and Health Due to the work
 - 4.4.1.23 Experiential Factors – Imbalance in Health Due to the work
 - 4.4.1.24 Personal Factors: Imbalance in Work-life Due to the family

- 4.2 Findings for Human Resource Questionnaire
 - 4.2.1 Hotel Demographics
 - 4.2.2 Recruitment, selection Method
 - 4.2.3 Performance appraisal method name and duration is used by the Organization
 - 4.2.4 Work-life Balance Practices followed in the organization Leave
 - 4.2.5 Rewards
 - 4.2.6 Recruitment and Selection
 - 4.2.7 Factors influencing HR WLB Policies Performance and Appraisal
 - 4.2.8 Facilities & Fringe Benefits
 - 4.2.9 Job security
 - 4.2.10 Empowerment and Satisfaction
 - 4.2.11 Training and Development
 - 4.2.12 Work culture and work Environment

4.1 Analysis of Data collected from Customers

4.1.1 Employee Demographics

4.1.1.1 Gender:

Table 4.1 Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	232	53.1	53.1	53.1
	Female	205	46.9	46.9	100.0
	Total	437	100.0	100.0	
Mean – 1.47, Median = 1.00 Mode =1					

(Source: Primary data)

Table 4.1 shows the gender distribution of the participants for this study. It can be seen that the majority of the participants that is 53.1% (232 participants) were male and 46.9% of participants (205) were female. There were no trans-genders in the respondents.

4.1.1.2 Age

Table 4.2 Age of The Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 To 30	243	55.6	55.6	55.6
	31 To 40	194	44.4	44.4	100.0
	Total	437	100.0	100.0	
Mean = 1.44, Mode =1, Standard Deviation =0.497					

(Source: Primary data)

Table number 4.2 shows the age of the hotel employees working in a five-star hotel in Pune city. The researcher has chosen this variable to find out the age group of the respondents who work in a five-star hotel. It can be seen that the 243 respondents representing 55.6 per cent of the total respondents are in the age group of 21 to 30 years. While 194 respondents representing 44.4 per cent of the total respondents in the age group of 31 to 40 years. Age is an important factor for the work-life balance of the employee.

4.1.1.3 Hotel Name and Number of Middle Management Employees Working

Table 4.3 Hotel Name					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	9.6	9.6	9.6
	2	66	15.1	15.1	24.7
	3	17	3.9	3.9	28.6
	4	41	9.4	9.4	38.0
	5	46	10.5	10.5	48.5
	6	41	9.4	9.4	57.9
	7	41	9.4	9.4	67.3
	8	31	7.1	7.1	74.4
	9	56	12.8	12.8	87.2
	10	56	12.8	12.8	100.0
	Total	437	100.0	100.0	
Mean=5.64, Mode =2,Std Deviation= 3.020					

(Source: Primary data)

Table 4.3 shows the name of the five-star hotels located in Pune city and the number of employees working at the middle management level in a five-star hotel in Pune city. The researcher has chosen this variable to find out the number of the respondents who work in the five-star hotel as middle management. It can be seen that the hotel 1 have 42 employees working at the middle management level which is 9.6%. Followed by hotel 2 have 66 employees which are 15.1 %. The hotel 3 has 17 employees working at the middle management level that comes to 3.95%. The hotel 4 have 41 employees working in middle management which is 9.4%. The hotel 5 have 46 employees that come to 10.5%. The hotel 6 have 41 employees working in middle management which is 9.4%. The hotel 7 have 41 employees working in middle management which is 9.4%. The hotel 8 have 31 employees working in middle management which are 7.1%. The hotel 9 have 56employees working in middle management which is12.8%. The hotel 10 have 56 employees working in middle management which is12.8%.

4.1.1.4 Name of the Department

Table 4.4 Name of the Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kitchen	65	14.9	14.9	14.9
	F&B	83	19.0	19.0	33.9
	Front Office	75	17.2	17.2	51.0
	Housekeeping	92	21.1	21.1	72.1
	Human Resource	48	11.0	11.0	83.1
	Learning & Development	3	.7	.7	83.8
	Mechanical/Engineering	22	5.0	5.0	88.8
	Sales & Marketing	17	3.9	3.9	92.7
	Accounts	32	7.3	7.3	100.0
	Total	437	100.0	100.0	
Mean =3.80, Mode=4, Std. Deviation =2.299					

(Source: Primary data)

Table 4.4 explains about name of the department that respondents are working in. The researcher has selected this variable to find out the department of the respondents who work in the five-star hotel as middle management. The chart shows that 65 respondents representing 14.9 Percent of the total respondents are working in the kitchen department. Followed by 83 respondents that comes to 19% are working in the food and beverage department. In the front office Department 75 respondents representing 17.2%. 92 respondents representing 21.1% are working in the housekeeping department. 48 respondents which are 11% are working in Human Resource Department. 3 respondents represent 0.7% are from learning and development department. 22 respondents represent 5% is working in the engineering department. 17 respondents that come to 3.9% are working in the sales and marketing department. 32 respondents which are 7.3% are working in the Accounts department.

4.1.1.5 Marital Status

Table 4.5 Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single/Unmarried	107	24.5	24.5	24.5
	Married	330	75.5	75.5	100.0
	Total	437	100.0	100.0	
Mean =1.76, Mode =2, Std. Deviation=0.430					

(Source: Primary data)

Table 4.5 shows the Marital Status of the respondents. As the chart shows out of 437 respondents 107 respondents representing 24.5 Percent of the sample is unmarried. 330 respondents are which is 75.55% are married. A researcher has chosen this variable to understand that does the status of respondents affect the work-life balance.

4.1.1.6: Spouse Employment

Table 4.6 Spouse Employment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	199	45.5	45.5	45.5
	Not Employed	131	30.0	30.0	75.5
	Not Applicable	107	24.5	24.5	100.0
	Total	437	100.0	100.0	
Mean =1.79, Mode= 1, Std. Deviation =0.811					

(Source: Primary data)

Table 4.6 indicates the status of spouse employment. The above table shows that out of 437 respondents 199 respondents which are 45.5% their spouse is working .131 respondents fall in the category of non-working spouse which comes to 30%. 107 respondents which comes to 24.5% fall in the category of not applicable which mean they are single. Research has chosen this variable to understand the status of the spouse employment of the

respondents working at the middle management level and whether the spouse employment status affects the work-life balance of the employees whose spouses are working and whose spouses are not working and single respondents.

4.1.1.7 Number of Children

Table 4.7 Number of Children					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	49	11.2	11.2	11.2
	One	212	48.5	48.5	59.7
	Two	69	15.8	15.8	75.5
	Not Applicable	107	24.5	24.5	100.0
	Total	437	100.0	100.0	
Mean=2.78, Mode= 2,Std. Deviation =1.367					

(Source: Primary data)

Table 4.7 indicates the number of children that respondents have. The researcher has chosen this variable to understand the family size of the respondents and does this affect the work-life balance of the respondents. As per the table, 49 respondents out of 437 respondents that are 11.2% do not have children. Followed by 212 respondents that come to 48.5% who have one child. 15.8% of respondents that are 69 respondents do not have children. 107 respondents that are 24.5% fall in the category of not applicable.

4.1.1.8 Type of Family (Living with)

Table 4.8 Type of Family (Living with)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Alone	51	11.7	11.7	11.7
	Nuclear Family	157	35.9	35.9	47.6
	Joint Family	110	25.2	25.2	72.8
	With Dependents(Other than Children)	119	27.2	27.2	100.0
	Total	437	100.0	100.0	
Mean=2.68, Mode=2, Std. Deviation=0 .999					

(Source: Primary data)

Table number 4.8 shows the type of family respondents are living with. The research has chosen this variable to identify whether the type of family that respondents are living with affects the work-life balance. The above table highlights out of 437 total respondents 157(35.9%) are from a nuclear family. Followed by 119 (27.2%) are living with dependents other than children. 110 respondents (25.2%) are from joint families. 51 respondents that are 11.7% are alone.

4.1.1.9 Annual Income

Table 4.9 Annual Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 lakhs to 6 lakhs	210	48.1	48.1	48.1
	6 lakhs to 9 lakhs	198	45.3	45.3	93.4
	More than 9 lakhs	29	6.6	6.6	100.0
	Total	437	100.0	100.0	
Mean=2.59, Mode=2, Std. Deviation=0.613					

(Source: Primary data)

Table number 4.8 display the annual income of the respondents. The researcher has chosen this variable to understand the range of the annual income of the respondents who are working at the middle management level in five-star hotels located in Pune city. The researcher would also like to find out whether Annual income affects the work-life balance of the respondents. The above table shows the annual income is disturbed in 3 ranges one is from 3 Lac to 6 Lac in that range out 437 respondents 210 respondents (48.1%) fall in this category. The followed by the 2nd range of annual income group which is 6 Lac to 9 Lac 198 respondents are 45.3%. 3rd range of annual income which is more than 9 Lac in this category there are 29 respondents which is 6.6%.

4.1.1.10 Working Hours per Week

Table 4.10 Working Hours per Week					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 40 hours	51	11.7	11.7	11.7
	41-48 hours	140	32.0	32.0	43.7
	49-60 hours	114	26.1	26.1	69.8
	Above 60 hours	132	30.2	30.2	100.0
	Total	437	100.0	100.0	
Mean =2.75, Mode=2, Std. Deviation=1.014					

(Source: Primary data)

The above table number 4.10 shows the working hours per week of the respondents. The researcher has chosen this variable to understand the working hours of the respondents. Does this number of hours exceed or they are as per the standards? The above table explains that the numbers of hours are categories in 4 sections 1st section is up to 40 hours per week in this section there are 51 respondents (11.7%). 2nd section is 41 to 48 hours per week in this section there are 140 respondents (32%). 3rd section is 49-60 hours in this section there are 114 respondents (26.1%). 4th section is above 60 hours in this section 132(30.2%) respondents are there.

4.1.1.11: Working Days in a Week

Table no 4.11 Working Days in a Week					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 Days & Below	8	1.8	1.8	1.8
	6 Days	429	98.2	98.2	100.0
	Total	437	100.0	100.0	
Mean =1.98, Mode=2, Std. Deviation=0.134					

(Source: Primary data)

The above table number 4.11 shows the working days per week of the respondents. The researcher has chosen this variable to understand the working days of the respondents. Does this number of days surpass or they are as per the standards? The above table explains that the numbers of days are categories in 2 sections 1st 5 days and below in this section, there are 8 respondents (1.8%). 2nd section is 6 days a week. In this section there are 429(98.2%) respondents are there.

4.1.1.12: Are you working in hotel industry from beginning of career

Table 4.12 Are you working in hotel industry from beginning of career					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	431	98.6	98.6	98.6
	No	6	1.4	1.4	100.0
	Total	437	100.0	100.0	
Mean =1.01, Mode=1, Std. Deviation=0.117					

(Source: Primary data)

Table number 4.12 indicates the career beginning of the respondents. Out of 437 total respondents, 431 respondents (98.6%) are working in the hotel industry from the beginning of their career. Followed by 6 respondents (1.4%) who did not start their career in the hotel

industry. the researcher has chosen this variable to understand the career path of the respondents.

4.1.1.13: Total working experience in hotels

Table 4.13 Total working experience in hotels					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 5 Years	121	27.7	27.7	27.7
	6 To 10 Years	296	67.7	67.7	95.4
	11 To 15 Years	20	4.6	4.6	100.0
	Total	437	100.0	100.0	
Mean =1.77, Mode=2, Std. Deviation=0.519					

(Source: Primary data)

Table number 4.13 shows the total work experience of the respondents in hotels. The researcher has chosen this variable to understand the number of years they are working in the hotel industry and whether this affects the work-life balance of the respondent's total work experience. The above table shows that work experience is categorized into 3 ranges 1st range is for the employees who has up to 5years' experience in this range 121 respondents are there that comes to 27.7%. 2nd range is up to 6 to 11 years' experience in the hotel industry in this range there are 296 respondents (67.7%) and 3rd range is for the employees who has up to 15 years' experience in this range 20 respondents are there that come to 4.6%.

4.1.1.14: Current experience with this organization as supervisor

Table 4.14 Current experience with this organization as supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 Years	99	22.7	22.7	22.7
	3- 5 Years	162	37.1	37.1	59.7
	5- 7 Years	135	30.9	30.9	90.6
	Above 10 Years	41	9.4	9.4	100.0
	Total	437	100.0	100.0	

Table 4.14 Current experience with this organization as supervisor					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3 Years	99	22.7	22.7	22.7
	3- 5 Years	162	37.1	37.1	59.7
	5- 7 Years	135	30.9	30.9	90.6
	Above 10 Years	41	9.4	9.4	100.0
Mean=2.36, Mode=2, Std. Deviation=1.118					

(Source: Primary data)

Table number 4.14 indicates the respondent's current work experience in their respective working organization at a supervisory level. The researcher has chosen this variable to understand the loyalty of the respondents working in their respective organizations as well as whether the organization defines career goals in the organization. The above table shows that 4 ranges define the number of year's respondents working in the organization as supervisors. 1st range is 0-3 years in that range there are 99 respondents (22.7%). followed by the 2nd range which is 3 to 5 years in that range 162(37.1%) respondents are there. 3rd range which is 5 to 7 years of work experience in that range 135(30.9%) respondents are there. 4th range which is above 10 years in that 41 (9.4%) respondents are there.

4.1.1.15: Education

Table 4.15 Educational qualification of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	364	83.3	83.3	83.3
	Post graduate	65	14.9	14.9	98.2
	Diploma	8	1.8	1.8	100.0
	Total	437	100.0	100.0	
Mean=2.19, Mode=2, Std. Deviation=0.434					

(Source: Primary data)

Table number 4.15 shows the educational qualification of the respondents. The researcher has chosen this variable to understand the qualification of the respondents and it identifies

the training level they would require while performing the job. The given table indicates that educational qualification is distributed in 3 different levels 1st level is Diploma out of the 437 respondents 8 (1.8%) are diploma holder. Followed by 2nd level which is graduated in this level there are 364(83.4%) respondents.65 respondents (14.9%) are at the postgraduate level.

4.1.1.16: Stream of Education

Table 4.16 Stream of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Commerce	35	8.0	8.0	8.0
	Hotel Management	378	86.5	86.5	94.5
	MBA other than Hotel Management	24	5.5	5.5	100.0
	Total	437	100.0	100.0	
Mean=2.97, Mode=3, Std. Deviation=0.367					

(Source: Primary data)

Table number 4.16 shows the educational stream of the respondents. The researcher has chosen this variable to understand the stream of education they have selected to pursue the degree of education. The above table indicates that out of 437 respondents 378 (86.5%) of the respondents come from the hotel management stream. Followed by 24 respondents (5.5%) are from MBA other than hotel Management.35respondents (8%) is from commerce.

4.1.1.17: Your current work status

Table 4.17Your current work status					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Permanent	435	99.5	99.5	99.5
	Seasonal/Casual	2	.5	.5	100.0
	Total	437	100.0	100.0	
Mean1.01 Mode=1, Std Deviation=0.135					

(Source: Primary data)

Table number 4.17 shows the current work status of the respondents. The researcher has chosen this variable to understand the employment status of the respondents and does employment status affects the work-life balance of the employees. Above table shows that employment status is divided into 2 categories one is permanent in that 1st category 435 respondents (99.5%) are permanent. 2nd category respondents (0.5%) are seasonal (casual).

4.1.2: Work life balance practices

Table No:4.18 Work-life balance Practices: Leave					
Leave	Always	Often	Sometimes	Rarely	Never
Approval leaves takes time	11 (2.5%)	114 (26.1%)	249 (57.0%)	0	63 (14.4%)
Career break	76 (17.4%)	46 (10.5%)	66 (15.1%)	6 (1.4%)	243 (55.6%)
Care leave	37 (8.5%)	28 (6.4%)	94 (21.5%)	86 (19.7%)	192 (43.9%)
Cultural or religious break	27 (62%)	81 (18.5%)	163 (37.3%)	81 (18.5%)	85 (19.5%)
Paid adoption leaves	75 (17.2%)	0	140 (32%)	6 (1.4%)	216 (49.4%)
Paid paternity leave	86 (19.7%)	14 (32%)	0	64 (14.6%)	273 (62.5%)
Paid maternity leave	176 (40.3%)	253 (5.9%)	8 (1.8%)	0	0
Lactation break	323 (73.9%)	14 (3.2%)	92 (21.1%)	8 (1.8%)	0
Employee assistance for child care	10 (2.3%)	165 (37.8%)	214 (49%)	0	48 (11%)
Flexible work arrangements	6 (1.4%)	2 (0.5%)	25 (5.7%)	374 (85.6%)	30 (6.9%)
Personal leave over the telephone	22 (5.0%)	0	101 (23.1%)	221 (50.6%)	93 (21.3%)

(Source: Primary data)

Table number 4.18 shows that approval of leave takes time more than required. The researcher has chosen this variable to understand the policies about the leaves in the organization. Leaves are very important for the employees and sanction of the leaves within the stipulated time is also important, as in any organization there is a standard operating procedure for application of leaves and approval of leaves. The above table explains that the response of the respondents. There are 63 respondents (14.4%) who are saying approval of leaves never takes time more than required means leaves get approved in the designated time as per the organization standard operating procedure. 249(57%) respondents say sometimes approval of leaves takes time more than required. 26.1%(114) respondents are saying often approval of leaves takes time more than required. 11(2.5%)

respondents saying always it takes more than required to approve the leaves in the organization that they are working.

Whether organizations provide career breaks to their employees. The researcher has chosen this variable to understand whether organization understand the importance of career break for the employees. According to the (Gwal, 2016) A Career break means for the individual is time out of employment due to specific reasons. For example, female employees take a break to raise kids or otherwise taking time out of their career for personal development and/or professional development. The above table explains that 243(55.6%) of the respondents are saying organization never provides a career break. Followed by 66 (15.1%) are saying sometimes organizations provide career breaks. 76(17.4%) are saying organizations always provide a career break. 46(10.5%) says organization often provide the career break. 6(1.4%) are saying organization rarely provides career break.

Do five-star hotels provide care leave to their employees? The researcher has chosen this variable to understand the type of leaves that the hotel provides. 192 respondents which are 43.9% said organization never provide care leave. 86 respondents that are 19.7% said they rarely organization provides care leave. 94 respondents that are 21.5% said sometimes organizations provide care leave. 28 respondents that are 6.4% said organizations often provide care leave. 8.5% that is 37 respondents said organizations always provide care leave.

Cultural and religious breaks are provided by the hotel while working. In India, one finds different cultures are living together and working together. Providing cultural breaks or religious break is important for the employees therefore researcher has chosen this variable. 85 respondents (19.5%) said hotels never provide cultural or religious break. 18.5% that is 81 respondents said hotels rarely provide a cultural or religious break. 163 respondents (37.3%) said hotels sometimes provide cultural or religious break. 81 respondents (18.5%) said hotel often provide cultural or religious break. 6.2% respondents that are 27 said hotel always provide a cultural or religious break.

Provisions for paid adoption leave. 216 respondents that are 49.4% said hotels never provide paid adoption leaves. 6 respondents that are 1.4% said they rarely provide paid adoption leave. 140 (32%) respondents said they often get paid adoption leave. 75 (17.2%) respondents said hotels always provide paid adoption leave.

The provisions for the paid paternity for the employees working in five-star hotels at the middle management level in Pune city. Paternity leaves are equally important to male employees as maternity leaves for female employees therefore researcher has chosen this variable to understand whether hotels provide paid paternity leave to their male employees in collected responses out of a total of 473 respondents there are 232 male respondents and 237 respondents which 62.5% said hotel never provides paid paternity leave. followed by 64 respondents that is 14.6% said rarely hotel provide paternity leaves.14 respondents which 3.2% said hotel often provides paternity leave.86 respondents that are 19.7% said hotels always provide paternity leaves.

provisions for the maternity leave for the female employees in the organization.Outof 437 total respondents there are 205 female respondents' provision of the maternity leave makes difference for the working female employees irrespective of their status. that is why the researcher has chosen this variable 253(57.9%) respondents said organization often provide maternity leave.176(40.3%) respondents said organizations always provide maternity leave.8(1.8%) respondents said organizations sometimes provide maternity leave.

provisions for the Lactation break for the female employees in the organization .out of 437 total respondents there are 205 female respondents' provision of the lactation break makes difference for the working Lactating female employees. That is why the researcher has chosen this variable. 323(73.9%) respondents said organizations always provide lactation break.92 (21.1%) respondents said organizations sometimes provide lactation break.149 (32%) respondents said organization often provide lactation break. 8(1.8%) said organization rarely provide lactation break.

Provisions for child care assistance. Child care is an important concern for the married employees who have children and live in nuclear family and spouse is also working. To achieve work-life balance the concerns of the employees must be taken care of by the employer to avoid work-family conflict. That is why the researcher has chosen this variable. 214 respondents (49%) said organizations sometimes provide child care assistance.165 (37.8%) respondents said organizations often provide child care assistance.48(11%) respondents said the organization never provide child care assistance.10(2.3%) respondents said organizations always provide child care assistance. the organization provide flexible work arrangements for the employees.

According to the (Azar, Khan, & Van Eerde, 2018) organizations offer various types of flexible work arrangements such as compressed workweeks, job sharing, part-time work, flextime, and flex place. Flexible work arrangement has a strong linkage with job satisfaction and quality of work life. Therefore, researcher has chosen this variable. The above table shows that is their provision in the hotel for flexible work arrangements.347 (85.6%) respondents said organization rarely provides flexible work arrangements.25(5.7%)said organization sometimes provides flexible work arrangements.2(0.5%) respondents said organization often provides flexible work arrangements.30(6.9%)respondents said the organization never provides flexible work arrangements.6(1.4%)respondents said organization always provides flexible work arrangements.

Do organization sanctions leaves over the phone. In the organization, there are standard operating procedures to be followed while applying for laves. The researcher has chosen this variable to understand wheatear organizations and employees follow these standard operating procedures. 221(50.6%) respondents said organization rarely sanctions personal leave over the telephone. 101(23.1%) respondents said organization sometimes sanctions personal leave over the telephone. 93(21.3%)respondents said the organization never sanctions personal leave over the telephone. 22(5%) respondents said the organization always sanctions personal leave over the telephone.

4.1.2.2 Rewards and Monetary Benefits

Table No: 4.19 Work-life balance Practices: Rewards and Monetary Benefits						
Work-life balance Practices: Rewards and Monetary Benefits	Always	Often	Sometimes	Rarely	Never	
Does organization follow Reward system to improve performance of the employee	288(65.9%)	149(34.1%)	0	0	0	
Employee receives	139(31.4%)	125(28.4%)	159(36.4%)	14(3.2%)	0	

rewards based on customer evaluations of service	8%)	6%)))	
Employees are rewarded for serving customers well	170(38.9%)	47(10.8%)	220(50.3%)	0	0

(Source: Primary data)

Table number 4.19 interprets the reward system followed in the organization for improving employee's performance. According to the (Farah Liyana Bustamama, 2014)rewards system is comprised of financial and non-financial rewards for the employees, rewards mean he/she is valuing anything that the employer is offering in return for his/her contribution. If an organization be short of a proper reward system it will create a disagreeable environment, and will lead to diminishing employees work efforts and may cause them to withdraw from their jobs. For these reasons, rewards are increasingly important. Therefore, researcher has chosen this variable.149(34.1%) respondents said organizations often follow a reward system to improve the performance of the employee. 288(65.9%) respondents said organizations always follow a reward system to improve the performance of the employee.

How the organization rewards employees are very important factor. Does the organization rewards employee base on the customer evaluation service? According to the (pattanayak B. , 2005)people generally prefer to do what are rewarded for doing. Therefore, organizations need set objectives, providing recourses, providing timely rewards that are valued by the employees; therefore, researchers have chosen this variable.14(3.2%) respondents said that organization rarely receives rewards based on customer evaluation of service. 159(36.4%) respondents said that organization sometimes receives rewards based on customer evaluation of service. 125(28.6%) respondents said that organization often receives rewards based on customer evaluation of service. 139 (31.8%) respondents said that organization always receives rewards based on customer evaluation of service.

Employees are rewarded for serving the customer well. According to the (wilton, 2011)performance-related pay is associated with the goal theory of employee motivation which point out the importance of appropriate and desirable goals and reward for the accomplishment of those goals to enhance motivation and performance. That’s why the researcher has chosen this variable.220(50.3%) respondents said sometimes employees are rewarded for serving the customer well.47(10.8%) respondents said employees are often rewarded for serving the customer well.170(38.9%) respondents said employees are always rewarded for serving the customer well.

4.1.2.3 Facilities & Fringe Benefits Provided by Hotels

Table no: 4.20: Facilities and fringe Benefits provided by hotel					
Facilities and fringe Benefits provided by hotel	Always	Often	Sometimes	Rarely	Never
Pickup and drop facilities after late night shift	184(42.1%)	253(57.9%)	0	0	0
Recreational room	437(100%)	0	0	0	0
Health insurance	61(13.95%)	343(78.48%)	33(7.6%)	0	0
Onsite Child care	0	0	0	0	437(100%)
Canteen facilities, uniforms	437(100%)	0	0	0	0

(Source: Primary data)

Table number 4.20 shows do hotels provide pick up and drop facilities to the employees after the late-night shift According to the (Flippo, 2010)supplementary pay plans, often termed Fringe Benefits. Offering Fringe Benefits to employees often helps to retain the employees and motivates them to work. That is why the researcher has chosen this variable. 253(57.9%) respondents said hotel often provides pick up and drop facilities after late-night shift.184(42.1%) respondents said hotel always provides pick up and drop facilities after the late-night shift.

The hotel industry works 24 by 7. An employee needs relaxation between shifts during or during the long working hours. The recreational room helps to relax the mind and body.

That is why the researcher has chosen this variable. The above table shows that 437(100%) respondents said that the hotel provides recreational rooms for the employees.

Health insurance is provided by the hotel for employees. Safety and health are always a priority for the employees. The nature of the hospitality industry is as such where employees work in shifts and do a lot of moving around, standing for long hours, using strong chemicals for cleaning purposes, therefore, providing health insurance gives sureties to the employees. That is why the researcher has chosen this variable. 33(7.6%) respondents said hotel sometimes provides health insurance. 343 (78.5%) respondents said hotel often provides health insurance.61 (14%) respondents said hotel always provides health insurance.

The onsite child care facility provided by the hotels. Dependent care issues may affect the work performance of the employees. Employees who are married have children and come from nuclear family and their spouses also working for them onsite childcare is an important factor that’s why the researcher has chosen this variable. 437(100%) respondents said hotel never provides onsite childcare.

437(100%) respondents said the hotel always provides canteen and uniform facilities. Hotel employees tend to do a lot of physical work and work break shifts, long hours so eating meals on time is important for them. Serving customers with clean and well-dressed uniforms has a strong relationship with good customer service satisfaction therefore researcher has chosen this variable.

4.1.2.4 Training and Development

Table No: 4.21: Training and Development					
Training and Development	Always	Often	Sometimes	Rarely	Never
Continuoustraining to provide good service	437(100%)	0	0	0	0
Extensivecustomer	372(85.1%)	49(11.2%)	8	8(1.8%)	0

service training before I come into contact with customers			(1.8%)		
Training on how to serve customers better	282(64.55%)	155(35.5%)	0	0	0
Training on how to deal with complaining customers	275(62.9%)	121(27.7%)	41 (9.4%)	0	0
Training on dealing with customer problems	251(57.4%)	73(16.7%)	75 (17.2%)	38(8.7%)	0
Satisfied with the quality of training	53(12.1%)	109(24.9%)	101(23.9%)	0	174(39.8%)

(Source: Primary data)

Table number 4.21 interprets about training those employees receive. According to the (Flippo, 2010) once the employees have been recruited, selected, and induced, he or she must be undergoing with the training programmes to develop better and fit for the job as per the organization standards, as no one is perfectly fit at the time of the hiring, and therefore some training and development must take place. Therefore, researcher has taken this variable. 100%(437) respondents said that they receive continuous training to provide good service. Customer service training before comes in contact with the customer.

The middle management employees in a five-star hotel working core departments of the hotel are in continuous contact with the customer. In service, industry guest is always at the priority. In the hotel industry, the nature of the service is intangible and to wow the customer the service has to be absolutely beyond the expectation of the customer. Which is very for retain the customer and to survive in cutthroat competition. Therefore, researcher has chosen this variable. 372(85.1%) respondents said that they always receive extensive

customer service training before coming in contact with the customer.49(11.2%) respondents said that they often receive extensive customer service training before coming in contact with customer.1.8%(8) respondents said that they sometimes receive extensive customer service training before coming in contact with customer.8(1.8%) respondents said that they rarely receive extensive customer service training before coming in contact with the customer. about training on how to serve the customer better.

In today fast-changing world, the expectation of the customer also changes to cope with that hotel employees and organizations continuously need to live up to the customer's expectation to survive in the completion and to retain the customer. These training programmes have a strong association with work performance and employee's job satisfaction.(Flippo, 2010)Therefore, researcher has chosen this variable. 282(64.5%) respondents said that they always receive training on how to serve the customer better. 155(35.5%) respondents said that they often receive training on how to serve the customer better. training on how to deal with complaining customers. Employees often carry thoughts of work at home and vice versa.

A bad day at work may affect the work performance of the employee and the work-life balance of the employee therefore organization takes steps to avoid the bad day at work due to the complaining customers. When employees receive training on how to handle the complaining customer the work performance and job satisfaction may increase. Therefore, researcher has chosen this variable.62.9% (275) respondents said that they always receive training on how to deal with complaining customers.121(27.7%) respondents said that they often receive training on how to deal with complaining customers. 9.4%(41) respondents said that they sometimes receive training on how to deal with complaining customers training on dealing with customer's problems.

In the service industry nature of the job is about understanding customers' needs and wants and coping with their expiation solve the problems of the customer during the service time empathize them and sympathize theme when in need, these are the golden rules of the service industry to retain the customer and achieve the customer satisfaction as customer satisfaction and employee job satisfaction goes hand in hand, therefore, a researcher has chosen this variable.251(57.4%) respondents said they always receive training on dealing with customer problems.16.7%(73) respondents said they often receive training on dealing

with customer problems.17.2%(75) respondents said they sometimes receive training on dealing with customer problems.38(8.7%) respondents said they rarely receive training on dealing with customer problems.

Whether employees are satisfied with the quality of training they received. According to the(saiyadain, 2006)evaluation of training and feedback of the training are most important stages to assess whether training is successful or not as the training programmes is a huge cost to the organization which are very important as output of the training programmes is not up to the mark employees are not satisfied with the training that they receiving then its colossal loss of money time and efforts of the employees and organization, therefore, the researcher has chosen this variable.174(39.8%) respondents said they are never satisfied with the quality of training that they receive. 101(23.1%) respondents said they are sometimes satisfied with the quality of training that they receive.109 (24.9%) respondents said they are often satisfied with the quality of training that they receive. 53(12.1%) respondents said they are always satisfied with the quality of training that they receive.

4.1.2.5 Team Members:

Table No: 4.22: Team Members					
Team Members	Always	Often	Sometimes	Rarely	Never
Supportiveof each other's role while working	206(47.1%)	218(49.9%)	0	0	13 (3%)
Absoluteclarity about their role in the team	226(51.7%)	166(38%)	0	0	45(10.3%)
Effectivemechanism for conflict resolution	49 (11.2%)	124(28.4%)	232(53.1%)	32(7.3%)	0
Workingwith the team inspires me to do my best	42 (9.6%)	190 (43%)	205 (46.9%)	0	0
Communication within the team is transparent	215 (49.2%)	167 (38.2%)	30 (6.9%)	25 (5.7%)	0
Effortis made to get the opinions and ideas of employees	122 (27.9%)	145 (33.2%)	170 (38.9%)	0	0

(Source: Primary data)

Table number 4.22 describes team members are supportive of each other's role while working. According to the (Chei et al., 2014) teamwork is extremely important for the organization to run smoothly and achieve the organizational goals as well as the job performance and job satisfaction of the employees. Teamwork always requires a high level of good interaction and coordination between team members. good teamwork always contributes to high employee performance as every team member possess competencies, expertise, and skills which is required to complete the task therefore researcher has chosen this variable. 218(49.9%) respondents said that their team members are often supportive of each other's roles while working. 206(47.1%) respondents said that their team members are always supportive of each other's role while working.13 (3%) respondents said that their team members are never supportive of each other's role while working.

About team members have absolute clarity about their role in the team. This variable is chosen by the researcher to understand the role clarity while performing tasks amongst team members as this study is based on middle management employees who are the team leaders, and while performing the daily job their leadership style that they follow has to be transactional no ambiguity within the team members while performing task because more ambiguity or less clarity it will hamper the job performance and job satisfaction.226 (51.7%) respondents said their team members always have absolute clarity about their role in the team.166 (38%) respondents said their team members often have absolute clarity about their role in the team.45 (10.3%) respondents said their team members never have absolute clarity about their role in the team.

The effective mechanism within the team for conflict resolution is very important. A researcher has chosen this variable to understand the importance of resolving conflicts when they occur because unresolved conflicts lead to poor employee performance and poor job satisfaction. According to the (Noraini, 2014) conflicts are bound to happen while achieving the organizational goals as there will be diverse ideas, skills and attitudes that differ. Employees and employers need to develop the mechanism to understand the conflicts and come together to resolve conflict.232 (53.1%) respondents said there is sometimes an effective mechanism within the team to resolve the conflicts.124 (28.4%) respondents said there is often an effective mechanism within the team to resolve the

conflicts. 49 (11.2%) respondents said there is always an effective mechanism within the team to resolve the conflicts. 32 (7.3%) respondents said there is rarely an effective mechanism within the team to resolve the conflicts.

Working with a team inspires employees to do their best. The researcher has chosen this variable to understand does working in team act as a motivational factor. The above table explains that 205 (46.9%) respondents said sometimes working with the team inspires their best. 190 (43.5%) respondents said often working with the team inspires to their best. 42 (9.6%) respondents said always working with the team inspires them to do their best. transparency of communication within the team. Communication is the key to success. The researcher has chosen this variable to understand the importance of transparency in communication. Clear and transparent communication makes everyday workflow smooth and easy. 215 (49.2%) respondents said they always have transparent communication within the team. 167 (38.2%) respondents said they often have transparent communication within the team. 30 (6.9%) respondents said sometimes they have transparent communication within the team. 25 (5.7%) respondents said rarely they have transparent communication within the team.

The team leaders make efforts to get the opinions and ideas of employees. The researcher has chosen this variable to understand the style of leadership that team leaders follow to empower the employee. According to the (Pawirosumarto, Sarjana, & Gunawan, 2017) leadership style has a strong correlation with employee performance and employee job satisfaction. Therefore, motivating team members to suggest ideas and opinions affects employee job performance and job satisfaction. 170 (38.9%) respondents said sometimes there are sufficient efforts made to get the opinions and ideas of employees. 145 (33.2%) respondents said often there are sufficient efforts made to get the opinions and ideas of employees. 122 (27.9%) respondents said there are always sufficient efforts made to get the opinions and ideas of employees.

4.1.2.6 Organizational factors

Table No: 4.23 Organizational factors: Working Hours					
Organizational factors: Working Hours	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
My work timings are fluctuating	90 (20.6%)	165(37.8%)	167 (38.2%)	0	15 (3.4%)
I often get break shift	115(26.3%)	138(31.6%)	154 (35.2%)	0	30 (6.9%)
My duty roster is fluctuating	223 (51%)	69 (15.8%)	145 (33.2%)	0	0
I frequently do overtime	264 (60.4%)	59 (13.5%)	69 (15.8%)	45 (10.3%)	0
I have timely deadlines at work	176(40.3%)	176(40.3%)	85 (19.5%)	0	0

(Source: Primary data)

Table number 4.23 explains the organizational factors that contribute toward imbalance in work life. According to the (saiyadain, 2006) says F.W.taylor's scientific management principle created new awareness regarding human resources, which were earlier considered as mere instruments of production, ready to work from dawn to dusk under whatever conditions and being motivated by the lure of the money. In the 20th century, the time has changed; the motivation of the employees to work is just not money. The above table explains that fluctuating work timings cause an imbalance in work life. 167(38.2%) respondents somewhat agree that work timings are fluctuating. 165(37.8%) respondents said they agree that work timings are fluctuating. 90(20.6%) said they strongly agree that

work trimming is fluctuating. 15(3.4%) said they strongly disagree that work timings fluctuate.

The break shifts that employees get. The researcher has chosen this variable to understand do employees get break shifts and does it affect the imbalance in work life. The above table explains that 30(6.9%) respondents said they strongly agree that they often get break shifts. 154 (35.2%) respondents said they somewhat agree that they often get break shifts. 138 (31.6%) Respondents said they agree that they often get break shifts. 115 (26.3%) respondents said they strongly agree that they often get break shifts.

Fluctuating duty rosters may affect the work-life balance for example an employee might struggle to plan things and it may lead to an imbalance in work-life therefore researchers have chosen this variable. 145(33.2%) respondents strongly agree that their duty rosters are fluctuating. 69 (15.8%) respondents agree that their duty rosters are fluctuating. 223(51%) respondents strongly agree that their duty rosters are fluctuating.

Overtime that employee does above their contracted hours of work. Frequent overtime may mean the organization is under staff. Overtimes may lead to an imbalance in work life. Therefore, researcher has chosen this variable. 264 (60.4%) respondents strongly agree that they are frequently doing overtime. 59(13.5%) respondents agree that they are frequently doing overtime. 69(15.8%) respondents somewhat agree that they are frequently doing overtime. 45 (10.3%) respondents disagree that they are frequently doing overtime.

The timely deadline at work. The nature of the hotel industry is as such attaining the guest is a top priority and for middle management employees they have more responsibilities on them along with attaining to a guest, management budget, duty making duty rosters, sales target are few examples of the task that they perform. Timely deadlines may create pressures on middle management employees therefore researcher has chosen this variable. 19.5%(85) respondents said that they somewhat agree to have timely deadlines at work. 40.3%(176) respondents said they agree they have timely deadlines at work. 40.3%(176) respondents said they strongly agree they have timely deadlines at work.

4.1.2.7. Organizational factors: Perks & Benefits

Table no 4.24 Organizational factors: Perks & Benefits					
Perks and Benefits	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Goodcanteen, recreation, transportation facilities and otherbenefits, free of cost	183(41%)	231(52.9%)	23 (5.3%)	0	0
Healthprotection scheme Medical Insurance, Medical Reimbursement and Medical Leave	235(53.8%)	121(27.7%)	81(18.5%)	0	0
EPF, ESI gratuity etc as per the statutory requirements	200(45.8%)	237(54.2%)	0	0	0
Able to take my family for paid vacations.	128(29.3%)	162(37.1%)	136(31.1%)	0	11(2.5%)

(Source: Primary data)

Table number 4.24 explains the benefits received by the employees. According to the (saiyadain, 2006) benefits sometimes are called indirect benefits. They are additional compensation made in addition to wages which may stimulate the interest of the workers and may make the job more attractive and encouraging. Therefore, researcher has chosen this variable. 231(52.9%) respondents agree that the organization provides reasonably good canteen, recreation, transportation facilities and other benefits, to its employees free of cost. 183(41.9%) respondents strongly agree that organization provides reasonably good canteen, recreation, transportation facilities and other benefits, to its employees free of cost. 23(5.3%) respondents somewhat agree that the organization provides reasonably good canteen, recreation, transportation facilities and other benefits, to its employees free of cost.

The hotel provides a health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees. Providing perks and benefits to the employees always helps the organization it improves the productivity of the employees and helps to build the “we care attitude”. Therefore, researcher has chosen this variable. 235(53.8%) respondents said they strongly agree that the hotel provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees. 121(27.7%) respondents said they agree that the hotel provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees. 81(18.5%) respondents said they somewhat agree that the hotel provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees.

The hotel provides benefits like EPF, ESI gratuity etc as per the statutory requirements. According to the (saiyadain, 2006) providing benefits like EPF, ESI and Gratuities offer financial securities to the employee which leads to retention of the man power. Therefore, researcher has chosen this variable for the study. Out of a total of 437 respondents, 237(54.2%) said they agree that the hotel provides benefits like EPF, ESI gratuity etc. as per the statutory requirements. 200 (45.8%) respondents said they strongly agree that hotel provides benefits like EPF, ESI gratuity etc. as per the statutory requirements. the perks and benefits that employee get working in the hotel. The employee receives perks and benefits as per the organization policies.

The hotel does offer perks and benefits to the employees sometimes it's called direct benefits and paid holidays is one of them. That is why the researcher has chosen this variable for the study. 128(29.3%) respondents strongly agree that as a perk of their job they can take the family for paid vacations.162 (37.1%) respondents agree that as a perk of their job they can take the family for paid vacations.136 (31.1%) respondents somewhat agree that as a perk of their job they can take the family for paid vacations. 11(2.5%) respondents strongly disagree that as a perk of their job they are able to take the family for paid vacations.

4.1.2.8: Organizational factors: Work culture & Work Environment

Table no 4.25 Organizational factors: Work culture & Work Environment

Work culture & Work Environment	Strongly Agree	Agree	Somewhat Agree	Disagree	StronglyDisagree
Atmospherein the hotel is cheerful and pleasant	106(24.3%)	244(55.8%)	78 (17.8%)	0	9 (2.7%)
Good& safe work conditions	20 (4.6%)	279(63.8%)	61 (14%)	16(3.7%)	61 (14%)
Manageralways helps employees in problem situation	74 (16.9%)	190(43.5%)	144 (33%)	0	29 (6.6%)
Autonomyin doing work and decision making	125(28.6%)	100(22.9%)	130(29.7%)	18(4.1%)	64 (14.6%)
Enjoyworking in hotel industry	144 (33%)	199(45.5%)	79 (18.1%)	0	15 (3.4%)
I feel secure in my job	133(30.4%)	201(46.1%)	81 (18.5%)	0	22 (51%)
I have well defined tasks to perform	20 (20%)	201 (46%)	155(35.5%)	0	61 (14.61%)
Working conditions, lighting and	81	318(72.8%0	38	0	0

ventilation in the hotel are comfortable to work	(18.5%)		(8.7%)		
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(Source: Primary data)

The above table number 4.25 explains the work environment in the hotels. According to the (Pawirosumarto et al., 2017) the work environment that employees work in has a lot of positive and negative effects on employees to achieve their results. An encouraging Work environment will lead to better performance of the employees and job satisfaction. Therefore, researcher has chosen this variable for the study. 9(2.1%) respondents said they strongly disagree that the work atmosphere in the hotel is cheerful and pleasant. 78(17.8%) respondents said they somewhat agree that the work atmosphere in the hotel is cheerful and pleasant. 244 (55.8%) respondents said they agree that the work atmosphere in the hotel is cheerful and pleasant. 106(24.3%) respondents said they strongly agree that the work atmosphere in the hotel is cheerful and pleasant.

The good and safe working conditions in the hotel. The researcher has chosen this variable to understand the working conditions provided by the hotel are safe and follow the safety norms as per the guidelines of the government. Safe working conditions give a sense of security to the employee which helps in employee retention and job performance and employee job satisfaction. 61(14%) respondents strongly disagree that the hotel provides good & safe work conditions. 16(3.7%) respondents disagree that the hotel provides good & safe work conditions. 61(14%) respondents somewhat agree that the hotel provides good & safe work conditions. 279(63.8%) respondents agree that the hotel provides good & safe work conditions. 20 (4.6%) respondents strongly agree that the hotel provides good & safe work conditions.

The managers help employees in problem situations which are part of the work culture and work environment. Helpful managers show the sign of good work culture practice; employee’s performance will have a positive impact with this work culture practice. That is why the researcher has chosen this variable for the study. the above table shows that 29(6.6%) respondents said they strongly disagree that the hotel manager always helps employees in problem situations. 144 (33%) respondents said they somewhat agree that the hotel manager always helps employees in problem situations. 190 (43.5%) respondents said

they agree that the hotel manager always helps employees in problem situations.74 (16.9%) respondents said they strongly agree that the hotel manager always helps employees in problem situations.

The autonomy in doing work and decision making for the middle management level employees. According to the (Elbanna, 2016) autonomy means the extent to which middle managers can take steps and decide without top management approval. Some researchers have found that there is no direct relationship between middle managers autonomy and organizations performance, though some researchers report that such autonomy many times indirectly affects organizational performance. 14.6% (64) respondents strongly disagree that there is autonomy in doing work and decision making. 4.1%(18) respondents disagree that there is autonomy in doing work and decision making. 29.7%(130) respondents somewhat agree that there is autonomy in doing work and decision making. 22.9%(100) respondents agree that there is autonomy in doing work and decision making.28.6% (125) respondents strongly agree that there is autonomy in doing work and decision making.

Whether respondents enjoy working in the hotel industry. The researcher has chosen this variable for the study to understand the relationship between job enjoyment and job performance and job satisfaction. 3.4%(15) respondents said that they strongly disagree that they enjoy working in the hotel industry.18.1%(79) respondents said that they somewhat agree that they enjoy working in the hotel industry. 45.5%(199) respondents said that they agree that they enjoy working in the hotel industry.33%(144) respondents said that they strongly agree that they enjoy working in the hotel industry.

The job security of the employees is important. According to the (pattanayak B. , 2005)mentions that Herzberg's two-factor theory mentions that hygiene factors are the extrinsic factors that are present and if they are not there it will lead to discomfort or dissatisfaction and they support mental health and are not the motivators presence of them don't guaranty motivation but the absence of their cause's demotivation. These factors are pay, job security, promotion, administering, quality of supervision, interpersonal relationships and physical working conditions, absence of hygiene factors result in dissatisfaction. That is why the researcher has chosen this variable for the study. 22(5%) respondents said that they strongly disagree that they don't feel secure in their job.81

(18.5%) respondents said they somewhat agree that they feel secure in their job. 201(46%) respondents said they agree that they feel secure in their job.133 (30.4%) respondents said they strongly agree that they feel secure in their job.

The work environment where employees have well-defined tasks to perform. According to the (Robbins, 1997) how job tasks are designed and work is scheduled can influence the motivational level of employees and it will affect the job satisfaction and performance of the employee poorly defined task will lead to an imbalance in the quality of work-life. Therefore, researcher has chosen this variable for the study. 61(14%) respondents strongly disagree that they have well-defined tasks to perform. 155 (35.5%) respondents somewhat agree that they have well-defined tasks to perform.201 (46%) respondents agree that they have a well-defined task to perform. 20(4.6%) respondents strongly agree that they have a well-defined task to perform.

The physical working conditions in the hotels. According to the (Pawirosumarto et al., 2017) the physical work environment means where employees are working which comprises of space, physical layout, noise, tools, materials. Quality of all of these has an important and positive impact on employee job performance and job satisfaction as well as the quality of work-life they are experiencing. That is why the researcher has chosen this variable for the study. 38(8.7%) respondents somewhat agree that working conditions, lighting and ventilation in the hotel are comfortable to work.318 (72.8%) respondents agree that working conditions, lighting and ventilation in the hotel are comfortable to work.81(18.5%) respondents strongly agree that working conditions, lighting and ventilation in the hotel are comfortable to work.

4.1.2.9. Organizational factors: Job satisfaction

Table 4.26 Organizational factors: Job satisfaction

Job satisfaction	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Promotion rules and requirements are well defined	11(2.5%)	267(61.1%)	109(24.9%)	30(6.9%)	20(4.6%)
Promotion depends upon work performance	81(18.5%)	192(43.9%)	164(37.5%)	0	0
Promotion depends upon the manager's decision	37(8.5%)	196(44.9%)	40(9.2%)	0	164(37.5%)

Hotel has perfect evaluation system for promotion	143(32.7%))	110(25.2%))	58(13.3%)	114(26.1%))	12(2.7%)
Promotion in the Hotel is fairly followed for all employees	123(28.1%))	293(67%)	21(4.8%)	0	0
Promotion depends on employee relations with the manager	12(2.7%)	41(9.4%)	3 (37.6%)	196(44.9%))	155(35.5%)
Job performance evaluation is fair and based on clear performance standard	113(25.9%))	236(54%)	88(20.1%)	0	0
Satisfied with the promotion policy	60(13.7%)	189(43.2%))	120(27.5%))	41(9.4%)	27(6.2%)
Salary is at par to the	51(11.7%)	103(23.6%))	268(61.3%))	0	15(3.4%)

market standards					
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(Source: Primary data)

The above table number 4.26 explains job promotion rules and requirements according to the (Wagoki, & Karanja, 2013) employees job satisfaction strongly depends on customers satisfaction employees job satisfaction are dependent on many factors such as job design, manager, team members, work culture, work environment, promotion policies, rewards, appraisal system. Therefore, researcher has chosen this variable for the study. The above table explains that 4.6% (20) respondents strongly disagree to that in the hotel promotion rules and requirements are well defined. 6.9%(30) respondents disagree that hotel promotion rules and requirements are well defined.24.9%(109) respondents somewhat agree that hotel promotion rules and requirements are well defined. 61.1%(267) respondents agree that hotel promotion rules and requirements are well defined.2.5%(11) respondents strongly agree that hotel promotion rules and requirements are well defined.

Promotion rules should be fair and completely based on employee performance. The researcher has chosen this variable to understand the promotion policies followed in the organization as unfair promotional practices will lead to employee turnover, unachieved organizational goals and imbalance in the quality of work life. 164(37.5%) respondents somewhat agree that promotion depends upon an employee's work performance.192(43.9%) respondents agree that promotion depends upon an employee's work performance.81 (18.5%) respondents strongly agree that promotion depends upon an employee's work performance.

Promotion rules should be fair and completely based on the employee performance and not on the manager's decision based on the appraisal system followed in the organization. The researcher has chosen this variable to understand the promotion policies followed in the organization.164 (37.5%) respondents strongly disagree that promotion depends upon managers decisions.40 (9.2%) respondents somewhat agree that promotion depends upon managers decisions.196 (44.9%) respondents agree that promotion depends upon managers decisions. 37(8.5%) respondents strongly agree that promotion depends upon managers decisions.

The rule for promotion in the hotels. The researcher has chosen this variable to understand the promotion evaluation system followed in the organization. 12(2.7%) respondents strongly disagree that the hotel has a perfect evaluation system for promotion. 114 (26.1%) respondents disagree that the hotel has a perfect evaluation system for promotion. 58 (13.3%), respondents, somewhat agree that the hotel has perfect evaluation system for promotion. 110(25.2%) respondents agree that the hotel has a perfect evaluation system for promotion. 143(32.7%) respondents strongly agree that the hotel has a perfect evaluation system for promotion.

The procedure of the promotion in the hotel was fairly followed for all. The researcher has chosen this variable to understand the promotion procedure is the same for all the employees. 123(28.1%) respondents somewhat agree that the procedure of the Promotion in the Hotel is fairly followed for all employees. 293 (67%) respondents agree that the procedure of the Promotion in the Hotel is fairly followed for all employees. 21 (4.8%) respondents strongly agree that the procedure of the Promotion in the Hotel is fairly followed for all employees.

The promotion policies depend on the employee relations with the manager. The researcher has chosen this variable to understand the promotion policy followed in the hotel is unbiased. 155 (35.5%) respondents strongly disagree that promotion depends on employee relations with the manager. 196 (44.9%) respondents disagree that promotion depends on employee relations with the manager. 33 (7.6%) respondents somewhat agree that promotion depends on employee relations with the manager. 41(9.4%) respondents agree that promotion depends on employee relations with the manager. 12(2.7%) respondents strongly agree that promotion depends on employee relations with the manager.

Job performance evaluation done by my manager is fair and based on clear performance standards therefore researcher has chosen this variable. 20.1%(88) respondents somewhat agree that job performance evaluation done by managers is fair and based on clear performance standards. 54%(236) respondents agree that job performance evaluation done by managers is fair and based on clear performance standards. 25.9%(113) respondents strongly agree that job performance evaluation done by managers is fair and based on clear performance standards.

To understand the satisfaction about the hotel promotion policies researcher has chosen this variable for the study. 27(6.2%) respondents strongly disagree that they are satisfied with the hotel's promotion policy. 41 (9.4%) respondents disagree that they are satisfied with the hotel's promotion policy. 120 (27.5%) respondents somewhat agree that they are satisfied with the hotel's promotion policy. 189 (43.2%) respondents strongly agree that they are satisfied with the hotel's promotion policy. 60(13.7%) respondents strongly agree that they are satisfied with the hotel's promotion policy.

The salary that the organization are offering are at par with the market standards and to find this out researcher has chosen this variable salary as the most important factor that contributes toward job satisfaction. Salaries in the organization are as per the market rate, which will lead to more employee loyalty and job satisfaction. 15(3.4%) respondents strongly disagree that in the organization salary is at par with the market standards. 268 (61.3%) respondents somewhat agree that in the organization salary is at par with the market standards. 103 (23.6%) respondents agree that in the organization salary is at par with the market standards. 51 (11.7%) respondents strongly agree that in the organization salary is at par with the market standards.

4.1.2.10 Perception factors – Due to the work.

Table no 4.27 Perception factors of an employee					
Imbalance in Family Life and Health Due to Work	Always	Often	Sometimes	Rarely	Never
I find it difficult to celebrate festivals with my family because of my job	121(27.7%)	115(26.3%)	156(35.7%)	45(10.3%)	0
My behavior in the family is affected badly because of the characteristics of my job	122(27.9%)	196 (44.9%)	86 (19.7%)	33(7.6%)	0
Stress at work makes me irritable at home	80(18.3%)	244(55.85)	113(25.9%)	0	0
My job is demanding and making it	120(27.5%)	196(44.9%)	121(27.7%)	0	0

difficult to lead a healthy family life					
The duration of service time in my job hinders me to take on family responsibilities and joining the activities in equal	90(20.6%)	235(53.8%)	112(25.6%)	0	0
My position in this hotel requires long and irregular work hours preventing me from doing my family duties	112(25.6%)	191(43.7%)	134(30.7%)	0	0

(Source: Primary data)

Table no 4.27 explains about the employee finds it difficult to celebrate festivals with their family because of their job and to find this out researcher has chosen this variable for the study. 45 (10.3%) respondents rarely find it difficult to celebrate festivals with their families because of their job. 156(35.7%) respondents sometimes find it difficult to celebrate festivals with their families because of their job. 115(26.3%) respondents often find it difficult to celebrate festivals with their families because of their job. 121(27.7%) respondents always find it difficult to celebrate festivals with their families because of their job.

The behavior of the employee when with the family is affected badly because of the characteristics of the employee's job. To find out this researcher has chosen this variable for the study. 33(7.6%) respondents rarely find that their behavior in the family gets affected badly because of the characteristics of their job. 86 (19.7%) respondents sometimes find that their behavior in the family gets affected badly because of their characteristics. 196 (44.9%) respondents sometimes find that their behavior in the family gets affected badly because of the characteristics of their job. 122(27.9%) respondents always find that their behavior in the family gets affected badly because of the characteristics of their job.

The stress, that makes employees irritable at home. According to the (Mansour & Mohanna, 2018) in fast-changing world demands of the customers have change over the period in the hotel industry, to survive in the cut-throat competing hotel always have to go the extra mile to satisfy customers, these changing times have put a lot of pressure on the employees which is proven by many researchers particularly in hotel industry stress-causing factors are more such as long working hours, demanding customers, break shift. Furthermore, job stress directly affects work-life conflict, job performance, job satisfaction. Therefore, researcher has chosen this variable for the study. The above table shows that 113(25.9%) respondents said sometimes stress at work makes them irritable at home. 244(55.8%) respondents said often stress at work makes them irritable at home. 80(18.3%) respondents said always stress at work makes them irritable at home.

Due to the demanding nature of the job, it makes it difficult for the employee to lead a healthy family life. Living a healthy life is at the topmost priority. Unhealthy work life leads to a lot of medical and family problems that's why the researcher has chosen this variable for the study. that 121(27.7%) respondents said sometimes due to demanding job it makes them difficult to lead healthy family life .196(44.9%)respondents said often due to demanding job it makes them difficult to lead healthy family life.120(27.5%) respondents said always due to demanding job it makes them difficult to lead a healthy family life.

The service time that employees spend at work makes it difficult to take on family responsibilities and joining activates equally. Work-life balance mean able to give priority to family and work. Due to the nature of the job hotel industry, it's difficult for the employees to take family responsibilities and join the activates in equal to find this out

researcher has chosen this variable for the study.112 (25.6%) respondents said they sometimes find the duration of service time in their job hinders them to take on family responsibilities and joining the activities equally. 235(53.8%) respondents said they often find the duration of service time in their job hinders them to take on family responsibilities and joining the activities equally.90(20.6%) respondents said they always find the duration of service time in their job hinders them to take on family responsibilities and joining the activities equally.

Working time in the organization and because of that employee finds it difficult to do family duties. According to the (Mansour & Mohanna, 2018) An employee that comes in contact with the customers is often confronted with a high mental and physical load and loses their recourses such as time and energy and become unable to perform family duties and goals. Therefore, research has chosen this variable for the study. 134(30.7%) respondents said sometimes because of their position in the hotel they require long and irregular work hours preventing them from doing their family duties.191 (43.7%) respondents said often because of their position in the hotel they require long and irregular work hours preventing them from doing their family duties.112 (25.6%) respondents said always because of their position in the hotel they require long and irregular work hours preventing them from doing their family duties.

4.1.2.11 Experiential Factors – Due to the work:

Table no 4.28Experiential Factors					
Imbalance in Family Life and Health Due to Work.	Always	Often	Sometimes	Rarely	Never
Difficult get adequate sleep most night.	214(49%)	70(16%)	153(35%)	0	0
Difficultto feel relaxed and comfortable when at home	95(21.7%)	66(15.1%)	236(54%)	40(9.2%)	0

Difficult to manage time to exercise, eat properly and keep myself healthy	118(27%)	208(47.6%)	106 (24.3%)	0	5(1.1%)
Feel anxious or upset because of what is happening at work	103(23.6%)	175(40%)	159 (36.4%)	0	0
Hard to relax and just do nothing, even when away on holiday	61(14%)	271(62%)	105 (24%)	0	0
Start day tired	88(20.1%)	117(26.8%)	214 (49%)	0	

(Source: Primary data)

Table number 4.28 explains the experiential factors that employees experience in day-to-day life. Getting adequate sleep at night is the most important part. A lot of things are dependent upon good sleep such as energy levels, freshness, motivation etc. Therefore, researcher has taken this variable for the study. The above table explains that 153 (35%) respondents sometimes find it difficult to get adequate sleep most of the night. 70 (16%) respondents said often they find it difficult to get adequate sleep most of the nights. 214(49%) respondents said always they find it difficult to get adequate sleep most of the nights.

The employee finds it difficult and feels relaxed and comfortable when they are at home. According to the (Taiwo, Catherine, & Esther, 2016) mentions that spill over theory is strongly associated with work-life balance. Employee tends to spill over positive and negative feelings from work to home and home to work. For example, achievement, success, promotion is positive spillover negative is work stress, targets to be achieved, etc. Therefore, researcher has chosen this variable for the study. 40(9.2%) respondents rarely find it difficult to feel relaxed and comfortable when they are at home. 236 (54%) respondents sometimes find it difficult to feel relaxed and comfortable when they are at home. 66 (15.1%) respondents often find it difficult to feel relaxed and comfortable when they are at home. 95 (21.7%) respondents always find it difficult to feel relaxed and comfortable when they are at home.

Do employee finds it difficult to manage time to exercise, eat properly and keep themselves healthy due to the work to find this out researcher has chosen this variable for the study, as leading a healthy life is important. 5(1.1%) respondents never find it difficult to manage time to exercise, eat properly and keep themselves healthy.106(24.3%) respondents sometimes find it difficult to manage time to exercise, eat properly and keep themselves healthy. 208(47.6%) respondents often find it difficult to manage time to exercise, eat properly and keep themselves healthy.118 (27%) respondents always find it difficult to manage time to exercise, eat properly and keep themselves healthy.

Feeling anxious, and upset because of work. The researcher has chosen this variable to study the spillover effect that employees carry. 36.4%(159) respondents sometimes feel anxious or upset because of what is happening at work. 40%(175) respondents often feel anxious or upset because of what is happening at work.23.6%(103) respondents always feel anxious or upset because of what is happening at work.

Employees find it hard to relax and just do nothing, even when they are away on holiday. The researcher has chosen this variable to study the spillover effect that employees carry. 105(24%) respondents sometimes find it hard to relax and just do nothing, even when they are away on holiday. 271 (62%) respondents often find it hard to relax and just do nothing, even when they are away on holiday.61 (14%) respondents always find it hard to relax and just do nothing, even when they are away on holiday.

The employee starts their day tired. The researcher has chosen this variable to study the spillover effect that employees carry. 18 (4.1%) respondents rarely start their day tired. 214 (49%) respondents sometimes start their day tired.117 (26.8%) respondents often start their day tired. 88(20.1%) respondents always start their day tired.

4.1.2.12 Personal Factors – Due to family

Table no: 4.29 Personal Factors – Due to family					
Personal factors	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Difficult to reach on time to work due to family duties	169(38.7%)	81(18.5%)	187(42.8%)	0	0

Due to stress& strain at home not able to separate work and family issues in order to maintain harmony at work place	154(35.2%)	110(25.2%)	173(39.6%)	0	0
An emergency in family affects my concentration at work	155(35.5%)	143(32.7%)	139(31.8%)	0	0
Difficultfor Family to understand work demands which impacts family relationship	165(37.8%)	149(34.1%)	123(28.1%)	0	0
Unforeseencircumstances at home I sacrifice my duties at work	85(19.5%)	278(63.6%)	74(16.9%)	0	0
Difficultto enjoy social engagements without hampering work commitments	64(14.6%)	213(48.7%)	160(36.6%)	0	0
Normallyexceed the amount of leave eligible to take in a year due to family responsibilities	83(19%)	208(47.6%)	146(33.4%)	0	0
Difficultto give ample time to friends without hampering my work timings	84(19.2%)	212(48.5%)	121(27.7%)	20(4.6%)	0
Difficultto give ample of time to my family without hampering my work timings	63(14.4%)	164(37.5%)	180(41.2%)	30(6.9%)	0
Cannot concentrate on work due to the dependent care issues at home.	138(31.6%)	207(47.4%)	92(21.11%)	0	0

(Source: Primary data)

Table number 4.29 shows personal factors due to family responsibilities it is difficult for the employee to reach on time to work. According to the (Bulger, Matthews, & Hoffman, 2007) people play multiple roles and managing those roles efficiently is a task because

each role expects an outcome, people often find roles are always interfering though according to the border theory there are specific boundaries that exist between family and jobs. Therefore, researcher has chosen this variable for the study. 187(42.8%) respondents somewhat agree that they find it difficult to reach on time to work due to family duties. 81(18.5%) respondents agree that they find it difficult to reach on time to work due to family duties. 169 (38.7%) respondents strongly agree that they find it difficult to reach on time to work due to family duties.

About personal factors due to stress& strain at home employee is not able to separate work and family issues to maintain harmony at workplace. The researcher has chosen this variable to study the role interference of the employee between family and work. 173(39.6%) respondents said they somewhat agree that due to stress& strain at the home employee is not able to separate work and family issues to maintain harmony at work. 110(25.2%) respondents said they agree that due to stress& strain at the home employee is not able to separate work and family issues to maintain harmony at work. 154(35.2%) respondents said they strongly agree that due to stress& strain at the home employee is not able to separate work and family issues to maintain harmony at work.

Personal factor an emergency in the family affects my concentration at work. The researcher has chosen this variable to study the role interference of the Thoughts and situation between employee's family life and work. 139(31.8%) respondents somewhat agree that an emergency in the family affects their concentration at work. 143 (32.7%) respondents agree that an emergency in the family affects their concentration at work. 155(35.5%) respondents strongly agree that an emergency in the family affects their concentration at work.

It is difficult for employee's families to understand/her work demands which impact their family relationship. Understanding family, it's important to resolve the conflicts that occur due to family and work, and therefore researcher has chosen this variable for the study. 123(28.1%) respondents somewhat agree that it is difficult for employees' families to understand his/her work demands which impact their family relationship. 149(34.1%) respondents agree that it is difficult for employees Families to understand his/her work demands which impact their family relationship. 165 (37.8%) respondents strongly agree

that it is difficult for employee's family to understand his/her work demands which impact their family relationship.

Due to unforeseen circumstances at home employee sacrifices his/her duties at work. The researcher has chosen this variable to understand the feeling of employees work dedication because sometimes they are dedicated to working and in unforeseen situations; they have to give up their duties leave the day's work for the family. The above table shows that 85(19.5%) respondents strongly agree that due to unforeseen circumstances at home employees sacrifice his/her duties at work. 278(63.6%) respondents agree that due to unforeseen circumstances at home employees sacrifice his/her duties at work. 74(16.9%) respondents somewhat agree that due to unforeseen circumstances at home employees sacrifice his/her duties at work.

Employees find it difficult to enjoy their social engagements without hampering their work commitments. The researcher has chosen this variable to understand that does' employees can give time to family as well as social life. Therefore, researcher has chosen this variable. 213 (48.7%) respondents agree that they find it difficult to enjoy their social engagements without hampering their work commitments. 160(36.6%) respondents somewhat agree that they find it difficult to enjoy their social engagements without hampering their work commitments. 64(14.6%) respondents strongly agree that they find it difficult to enjoy their social engagements without hampering their work commitments.

Employees normally exceed the amount of leave that they are eligible to take in a year due to family responsibilities. The researcher has chosen this variable to understand whether the leaves provided by the hotel are sufficient or is there any gap between the leaves provided by the hotel. 146(33.4%) respondents somewhat agree that they normally exceed the amount of leave that they are eligible to take in a year due to family responsibilities. 208 (47.6%) respondents agree that they normally exceed the amount of leave that they are eligible to take in a year due to family responsibilities. 83 (19%) respondents strongly agree that they normally exceed the amount of leave that they are eligible to take in a year due to family responsibilities.

Employees find it difficult to give ample time to their friends without hampering their work timings. Friends are equally important in individual life; researcher has chosen this variable to find out an employee give sufficient time to their friend. 20(4.6%) respondents

disagree that they don't find it difficult to give ample time to their friends without hampering their work timings 121(27.7%) respondents said they somewhat agree that they find it difficult to give ample time to their friends without hampering their work timings. 212(48.5%) respondents said they agree that they find it difficult to give ample time to their friends without hampering their work timings.84(19.2%) respondents said they strongly agree that they find it difficult to give ample time to their friends without hampering their work timings.

Employees find it difficult to give ample time to their families without hampering their work timings. Family is important in individual life; researcher has chosen this variable to find out an employee give sufficient time to their family.30(6.9%) respondents disagree that they don't find it difficult to give ample time to their family without hampering their work timings 180(41.2%) respondents said they somewhat agree that they find it difficult to give ample time to their family without hampering their work timings. 164 (37.5%) respondents said they agree that they find it difficult to give ample time to their families without hampering their work timings.63(14.4%) respondents said they strongly agree that they find it difficult to give ample time to their families without hampering their work timings.

An employee cannot concentrate on their work due to the dependent care issue at home. The researcher has chosen this variable to understand that how concentration can affect dependent care issues. 92(21.11%) respondents somewhat agree that the employee cannot concentrate on their work due to the dependent care issue at home.207 (47.4%) respondents agree that the employee cannot concentrate on their work due to the dependent care issue at home. 138(31.6%) respondents somewhat strongly agree that the employee cannot concentrate on their work due to the dependent care issue at home.

Hotel Human Resources analysis

4.2 Analysis of Data collected from Hotel Human Resources

4.2.1 Hotel Demographic

4.2.1.1 Type of Organization:

Table No: 4.30 Type of Organisation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partnership / Limited LP	3	30	30	30
	Company	7	70	70	100
	Total	10	100	100	
Mean=2.70, Mode= 3, Std Deviation =0.483					

(Source: Primary data)

Table number 4.31 portrait about the five-star hotels in Pune city comes in to what type of organization such as a partnership or Limited LP, Company. The above table interprets that out of 10 five-star hotels situated in Pune city 3(30%) are in partnership and 7(70%) are a company.

4.2.1.2: A part of multinational group of hotel chain

Table No 4. 31 a part of multinational group of hotel chain					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	90.0	90.0	90.0
	No	1	10.0	10.0	100.0
	Total	10	100.0	100.0	
Mean=1.10, Mode= 1, Std Deviation =0.316					

(Source: Primary data)

Above table number 4.32 explains that five-star hotels are part of a multinational group of hotel chains. It can be seen from the above table that 9 hotels out of 10 are part of a

multinational group of hotel chains. One is not part of a multinational group of the hotel chain.

4.2.1.3: Total Number of Middle Management Employees working

Table no 4.32: Total Number of Middle Management Employees working					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 25	1	10.0	10.0	10.0
	26 - 50	5	50.0	50.0	60.0
	51-75	4	40.0	40.0	100.0
	Total	10	100.0	100.0	
Mean =2.30, Mode=2, Std Deviation= 0.675					

(Source: Primary data)

Table number 4.33 illustrates the total number of middle management employees working in a five-star hotel. The number of middle management employees is divided into 3 categories 1st category is 1to 25 in this there is one hotel. 2nd category is 26 to 50 in this category there are 5 hotels. 3rd category is 51 to 75 in this category there are 4 hotels.

4.2.1.4: Recruitment, selection &Retention policies:

4.2.1.4.1: Recruitment and selection Process Sources of Recruitment

Table No 4.33 Recruitment, selection &Retention policies: Recruitment and selection Process Sources of Recruitment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Internal mode	1	10.0	10.0	10.0
	Both	9	90.0	90.0	100.0
	Total	10	100.0	100.0	
Mean =2.80, Mode=3, Std Deviation= 0.632					

(Source: Primary data)

Table no 4.34 interprets about the sources of recruitment in the hotel. According to the (pattanayak B. , 2005)“Recruitment is the process of searching for prospective employees and stimulating them to apply for the job in the organization.” Sources and processes of recruitment are extremely important as there is international competition, rapidly growing size and complexity of organizations. Making effective selection decisions for personnel is one of the most important functions of HRM and that is why the Researcher has chosen this variable to understand the recruitment and selection process and sources followed in the hotel by the human resources department. The above table explains that the hotel follows 2 main methods that are internal and external and both. Out of 10 hotels, 1 hotel follows the only internal method for recruitment and remaining 9 hotel follows internal and external method mean both methods they follow.

4.2.1.4.2: Internal Mode for Recruitment& Selection: modes like:Recommendation,Conversion of Part-time to full time,Notice board,Labor Union andAll of the above.

Table No:4.34 Internal mode for Recruitment, selection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All of the above	10	100.0	100.0	100.0
Mean =5, Mode=5, Std Deviation= 0.0					

(Source: Primary data)

Table number 4.35 depicts the various modes of internal recruitment that the hotel follows while doing recruitment those modes are Recommendation, Conversion of Part-time to full time, Notice board, Labor Union and All of the above. According to (pattanayak B. , 2005) making HRM process effective and to achieve the organizational goal 4 main functions need to be followed from day one. Those functions determine the nature of the job, determine the type of personnel required, determine the sources of recruitment, and determine the selection process and therefore researcher has chosen this variable. The table above explains that the entire hotel which is 10(100%) said they use the entire internal mode to source for the recruitments.

4.2.1.4.3: External mode: for Recruitment & selection: modes like:Newspaper Recruiting,Notice board,Universities/ campus recruitment,Internet/ Hotel own website,Agencies,All of the above.

Table no: 4.35 external mode: for Recruitment, selection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	All of the above	10	100.0	100.0	100.0
Mean =6, Mode=6, Std Deviation= 0.0					

(Source: Primary data)

Table number 4.36 outlines the external source use for recruitment in the five-star hotels situated in Pune city. External sources such as Newspaper Recruiting, Notice board, Universities/ campus recruitment, Internet/ Hotel own website, Agencies, All of the above. The table explains that all the hotels which are 100%(10) use all the above-mentioned external sources for the requirement.

4.2.1.5: Performance appraisal method is used by the Organization

Table No 4.36 Which performance appraisal method is used by the Organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Balanced Score Card	1	10.0	10.0	10.0
	360	2	20.0	20.0	30.0
	Own Appraisal method	5	50.0	50.0	80.0
	Rating Scale	1	10.0	10.0	90.0
	Can't Share	1	10.0	10.0	100.0
	Total	10	100.0	100.0	

(Source: Primary data)

Table number 4.37 denotes that the appraisal method used by the hotel. According to (saiyadain, 2006) performance appraisal is an important function of human resource management, the purpose of the performance appraisal is what aspects of performance

need to be evaluated and it is used for employees salary raise, promotion, transfer, lay off, training, and rewards, therefore, it has to be done by using system methods and that is why the researcher has chosen this variable to understand which method is used to evaluate the performance of the employees. The table above explains that out of 10 hotels 1 (10%) hotel use the balanced scorecard method. 2 (20%) hotels use the 360-degree method. 5(50%) hotels developed their rating scale. 1hotel (10%) use a behavioral rating scale. 1(10%) they can share the information.

4.2.1.6: How many times in year performance appraisal is done

Table No: 4.37 How many times in year performance appraisal is done					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once a Year	5	50.0	50.0	50.0
	Twice a Year	5	50.0	50.0	100.0
	Total	10	100.0	100.0	
Mean =1.50, Mode=1a, Std Deviation= 0.527					

(Source: Primary data)

Table number 4.38 mentions how many times in a year performance appraisal is done. Out of 10 hotels, 5 hotels that 50% said they do it once a year and reaming 5 (50 %) said they do it twice a year.

4.2.1.7: Work-life Balance Practices followed in the organization: Leave

Table no:4.38: Work-life Balance Practices: leave Frequency (percentage of frequency)					
Work-life Balance Practices	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Does organization provide Care leave	3 (30%)	5 (50%)	0	2 (20%)	0
Does organization provide Career break	6 (60%)	3 (30%)	0	1 (10%)	0
Does organization provide Cultural or religious break	0	0	0	5 (50%)	5 (50%)
Policies for pregnancy and parenting	8 (80%)	2 (20%)	0	0	0
Does organization provide paid paternity leave	2 (20%)	5 (50%)	0	3 (30%)	0
Does organization provide paid adoption leaves	0	0	0	10 (100%)	0
Does organization provide Paid maternity leave	6 (60%)	4 (40%)	0	0	0
Does organization provide Lactation break	4 (40%)	6 (60%)	0	0	0
Does organization provide Employee assistance for child care	7 (70%)	3 (30%)	0	0	0
Does organization provide allow /sanctions Personal leave over the telephone	0	0	0	6 (60%)	4 (40%)

(Source: Primary data)

Table number 4.39 represents work-life balance practices for leave followed the organization. Leave is important for the employees to achieve the balance between work and family and therefore researcher has chosen this variable. The above table shows that 3(30%) hotels strongly agree that organizations do provide care leave. 5(50%) out hotels agree that organizations do provide care leave. 2 hotels (20%) disagree that hotels do provide care leave.

Out of 10 (100%) hotels, 6(60%) hotels strongly agree that organizations do provide career breaks. 3(30%) hotels agree that organizations do provide care leave. 1 hotel (10%) disagree that the hotel does provide a career break. out of 10 (100%) hotels, 5(50%) hotels disagree that organization provides a cultural or religious break. 5(50%) hotels strongly disagree that organization provides a cultural or religious break.

out of 10 (100%) hotels, 8(80%) hotels strongly agree that the organization has policies for pregnancy and parenting. 2(20%) hotels agree that the organization has policies for pregnancy and parenting. out of 10 (100%) hotels 2 (20%) hotels strongly agree that organization provides paid paternity leave. 5 (50%) hotels agree that the organization provides paid paternity leave. 3 (30%) hotels disagree that organization provides paid paternity leave.

Out of 10 hotels (100%), all the hotels disagree that hotels provide paid adoption leave. Out of 10 hotels (100%), 6(60%) hotels strongly agree that hotels provide paid maternity leave. 4(40%) hotels agree that hotels provide paid maternity leave. out of 10 hotels, 4(40%) hotels strongly agree that hotel provides lactation break. 6 (60%) hotels agree that hotel provides lactation break.

Out of 10 hotels 7 hotels (70%) strongly agree that hotels assist with child care. 3 hotels (30%) agree that hotels assist with child care. out of 10 hotels 6 hotels (60%) disagree that the organization provides or allow or sanctions Personal leave over the telephone. 4 (40%) strongly disagree that the organization provides or allow or sanctions Personal leave over the telephone.

4.2.1.8: Reward

Table no 4.39 Rewards					
REWARD	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Does organization follow Reward system to improve performance of the employee	10 (100%)	0	0	0	0
Employee receives rewards based on customer evaluations of service	5 (50%)	5 (50%)	0	0	0
Employees are rewarded for serving customers well	6 (60%)	4 (40%)	0	0	0
Employees are rewarded for dealing effectively with customer problems	6 (60%)	4 (40%)	0	0	0

(Source: Primary data)

Table number 4.40 illustrates the reward system followed in the hotel. Rewards are important for the employees and it acts as motivator according to the hygiene factor theory, therefore, research has chosen this variable. Out of 10 hotels, all the hotels which are 100% strongly agree that organizations follow a Reward system to improve the performance of the employee. Out of 10 hotels 5 hotels (50%) strongly agree that Employee receives rewards based on customer evaluations of service. 5 hotels (50%) agree that Employee receives rewards based on customer evaluations of service. Out of 10 hotels 6 hotels (60%) strongly agree Employees are rewarded for serving customers well. Out of 10 hotels, 4 hotels (40%) agree Employees are rewarded for serving customers well. Out of 10 hotels 6 hotels (60%) strongly agree Employees are rewarded for dealing effectively with customer problems. Out of 10 hotels, 4 hotels (40%) agree Employees are rewarded for dealing effectively with customer problems.

4.2.1.9: Recruitment and Selection

Table no 4.40 Factors influencing for HR WLB policies					
Recruitment and selection	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
Employees are fully aware of the nature and responsibilities of the job at the time of submission of application	5 (50%)	5 (50%)	0	0	0
Employees are fully aware of the monetary packages at the time of joining	5 (50%)	5 (50%)	0	0	0
Employees are aware of the promotion and career advancement opportunities at the time of submission of application	0	0	6 (60%)	4 (40%)	0
The recruitment policy in our organization is effective and transparent	6 (60%)	4 (40%)	0	0	0
The selection procedure followed in the organization is fair and equitable	7 (70%)	3 (30%)	0	0	0
There is an efficient reference checking	5 (50%)	5 (50%)	0	0	0

system in your organization					
In the organization HR managers participate in selection Process	6 (60%)	4 (40%)	0	0	0
Selection system in the organization is capable selects the desired candidates.	5 (50%)	5 (50%)	0	0	0
Does organization have adequate manpower in peak seasons	0	0	7 (70%)	3 (30%)	0
Everyone selected for the job needs to pass through training. and induction	0	6 (60%)	4 (40%)	0	0
Does organization provide job description and well-defined tasks to supervisors	5 (50%)	5 (50%)	0	0	0

(Source: Primary data)

Table 4.41 represents the recruitment and selection process followed in the organization. According to (pattanayak B. , 2005) determining the nature of the job to be performed is the first step in the process of placing the ‘right man on the right job at the right time.’ to achieve the organization planned goals and success the organization recruitment and section process has to be on the right track at every step, one step wrong will lead to an imbalance in the quality of work life. It starts from job analysis, job description, job

specification, selection process application forms, tests, interviews, reference, and check medical examination. Therefore, researcher has chosen this variable.

Out of 10 (100%) hotels, 5 hotels (50%) strongly agree that Employees are fully aware of the nature and responsibilities of the job at the time of submission of application. 5 hotels (50%) agree that Employees are fully aware of the nature and responsibilities of the job at the time of submission of application.

Out of 10 (100%) hotels, 5 hotels (50%) strongly agree that Employees are fully aware of the monetary packages at the time of joining. 5 hotels (50%) agree Employees are fully aware of the monetary packages at the time of joining.

Out of 10 (100%) hotels, 6(60%) hotels somewhat agree that employees are aware of the promotion and career advancement opportunities at the time of submission of application. hotels 4(40%) hotels disagree that employees are aware of the promotion and career advancement opportunities at the time of submission of application.

Out of 10 (100%) hotels, 6(60%) hotels strongly agree that the recruitment policy in our organization is effective and transparent.4 (40%) hotels agree that the recruitment policy in our organization is effective and transparent.

Out of 10 (100%) hotels, 7(70%) strongly agree that the selection procedure followed in the organization is fair and equitable. 3(30%) agree that the selection procedure followed in the organization is fair and equitable. Out of 10 (100%) hotels, 5(50%) hotels strongly agree that there is an efficient reference checking system in your organization. 5(50%) hotels agree that there is an efficient reference checking system in your organization.

Out of 10 (100%) hotels, 6(60%) hotels strongly agree in the organization HR managers participate in the Selection Process. 4 (40%) hotels agree that in the organization HR managers participate in the selection process.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that the Selection system in the organization is capable selects the desired candidates.5 (50%) hotels agree that the Selection system in the organization is capable selects the desired candidates. Out of 10 (100%) hotels, 7 hotels (70%) somewhat agree that organizations have adequate manpower in peak seasons. 3(30%) hotels disagree that organizations have adequate manpower in peak seasons.

Out of 10 (100%) hotels, 6(60%) hotels agree everyone selected for the job needs to pass through training. and induction.4 hotels (40%) somewhat agree everyone selected for the job needs to pass through training. and induction.

Out of 10 (100%) hotels, 5 hotels (50%) strongly agree that the organization provides a job description and well-defined tasks to supervisors. 5 hotels (50%) agree that the organization provides a job description and well-defined tasks to supervisors.

4.2.1.10: Factors influencing HR WLB Policies: Performance and Appraisal

Table no: 4.41 Factors influencing HR WLB Policies					
Performance and Appraisal	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
Organization follows a performance appraisal system	9 (90%)	1 (10%)	0	0	0
Performance of the employees are measured on the basis of objective quantifiable results	10(100%)	0	0	0	0
Employees are provided performance-based feedback and counseling	0	7 (70%)	3 (30%)	0	0
Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees	5 (50%)	5 (50%)	0	0	0
The appraisal data is used for making decisions like job rotation, promotion and compensation	0	4 (40%)	6 (60%)	0	0
Employees have faith in the performance appraisal system	2 (20%)	8 (80%)	0	0	0
In the organization salary and other benefits are compatible to the market	0	8 (80%)	2 (20%)	0	0

(Source: Primary data)

Table number 4.42 denotes the performance appraisal system followed in the organization. According to the (Robbins, 1997) organization survive to achieve the goals, the degree of success that individual employees have in reaching their individual goals is as equally important to determine the organizational effectiveness, the assessment of how successful employee has been meeting its individual goal. Therefore, researcher has chosen this variable. Out of 10 (100%) hotels, 9 hotels (90%) hotels strongly agree that they follow a performance appraisal system. 1(10%) hotel agree that they follow a performance appraisal system.

Out of 10 (100%) hotels 100% hotels (10) strongly agree that the performance of the employees is measured based on objective quantifiable results. Out of 10 (100%) hotels, 7(70%) agree that employees are provided performance-based feedback and counseling. 3(30%) somewhat agree that Employees are provided performance-based feedback and counseling.

Out of 10 (100%) hotels, 5(50%) strongly agree that top management is willing to invest a considerable part of their time and resources to ensure the development of the employees. 5(50%) agree that 5(50%) strongly agree. Out of 10 (100%) hotels, 4(40%) hotels agree the appraisal data is used for making decisions like job rotation, promotion and compensation. 6(60%) somewhat agree the appraisal data is used for making decisions like a job rotation, promotion and compensation.

Out of 10 (100%) hotels, 2 hotels (20%) strongly agree that Employees have faith in the performance appraisal system. 80 hotels (80%) agree Employees have faith in the performance appraisal system. Out of 10 (100%), 80 hotels (80%) agree in the organization salary and other benefits are compatible with the market. 2 (20%) hotels somewhat agree that in the organization salary and other benefits are compatible with the market.

4.2.1.11: Facilities & Fringe benefits

Table no 4.42 Facilities & Fringe Benefits Provided by Hotels					
Facilities & Fringe Benefits Provided by Hotels	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
The organization provides reasonably good canteen recreation and transportation facilities to its employees free of cost	10 (100%)	0	0	0	0
The company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees.	5 (50%)	5 (50%)	0	0	0
The company provides benefits like EPF, ESI gratuity etc. as per the statutory requirements.	5 (50%)	5 (50%)	0	0	0
Pick up and drop facilities after late night shift	5 (50%)	5 (50%)	0	0	0
Onsite Child care	0	0	0	5 (50%)	5 (50%)
Does organization provide Counseling services for supervisors	0	6 (60%)	4 (40%)	0	0
Does organization help in Relocation and placement assistance to supervisors	0	4 (40%)	6 (60%)	0	0

(Source: Primary data)

Table number 4.43. outline the facilities and fringe benefits offered by the hotel to the employees. According to (Flippo, 2010) the organization needs to provide fringe benefits over and above the regular basic pay to retain the employee therefore researcher has chosen this variable. Out of 10 (100%) hotels 100% hotels (10) strongly agree that the organization provides reasonably good canteen recreation and transportation facilities to its employees free of cost.

Out of 10 (100%) hotels, 5 hotels (50%) strongly agree that the company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees. 5 hotels (50%) agree that the company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees. Out of 10 (100%) hotels, 5 hotels (50%) strongly agree that the company provides benefits like EPF, ESI gratuity etc. as per the statutory requirements. 5 hotels (50%) agree that the company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees.

Out of 10 (100%) hotels 5 hotels (50%) strongly agree that pick up and drop facilities after a late-night shift. 5 hotels (50%) agree that pick up and drop facilities after a late-night shift. Out of 10 (100%) hotels, 5 hotels (50%) strongly disagree that the hotel provides Onsite Child care. 5 hotels (50%) disagree that the hotel provides Onsite Child care.

Out of 10 (100%) hotels, 6 hotels (60%) agree that the organization provides Counseling services for supervisors. 4 hotels (40%) somewhat agree that the organization provides Counseling services for supervisors. Out of 10 (100%) hotels 4 hotels (40%) agree that organization helps in Relocation and placement assistance to supervisors. 6 hotels (60%) somewhat agree that the organization provides organization helps in Relocation and placement assistance to supervisors.

4.2.1.12: Job Security:

Table no: 4.43 Job security					
Job security	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
Employees can expect to stay in the organization for as long as they wish	2 (20%)	5 (50%)	3 (30%)	0	0
Job security is almost guaranteed to employees in this organization	4 (40%)	5 (50%)	1 (10%)	0	0
If this company was facing economic problems, employees in this organization would be the last to get cut	3 (30%)	3 (30%)	4 (40%)	0	0

(Source: Primary data)

Table number 4.44 delineate about the job security for the employees. According to (Flippo, 2010) Herzberg two factor theory mentions a motivational factor includes achievement, advancement, recognition, responsibility. Hygiene factors, includes supervision, company policy, peers, pay, job security, working conditions. When both factors are well taken care of the job satisfaction will be higher in employees, therefore the researcher has chosen this variable. Out of 10 hotels (100%), 2(20%) hotels strongly agree that Employees can expect to stay in the organization for as long as they wish. 5(50%) hotels agree that Employees can expect to stay in the organization for as long as they wish. 3(30%) hotels somewhat agree that Employees can expect to stay in the organization for as long as they wish.

Out of 10 hotels (100%) 4 hotels (40%) strongly agree that Job security is almost guaranteed to employees in this organization 5(50%) hotels agree that Job security is almost guaranteed to employees in this organization 1(10%) hotel somewhat agree that Job security is almost guaranteed to employees in this organization.

Out of 10 hotels (100%) 3 hotels (30%) strongly agree that if this company was facing economic problems, employees in this organization would be the last to get cut. 3 hotels

(30%) agree that if this company was facing economic problems, employees in this organization would be the last to get cut. 4 hotels (40%) somewhat agree that if this company was facing economic problems, employees in this organization would be the last to get cut.

4.2.1.13: Empowerment /Satisfaction

Table no 4.44 Empowerment /Satisfaction					
Empowerment / Satisfaction	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
Supervisors are empowered to solve customer problems	4 (40%)	3 (30%)	3 (30%)	0	0
Supervisors encouraged and allowed handling customer problems by themselves	1 (10%)	5 (50%)	4 (40%)	0	0
Supervisors do not have to get management's approval before they handle customer problems	3 (30%)	3 (30%)	4 (40%)	0	0
Supervisors have to take managers approval for monetary settlements like complimentary or service recovery	10 (100%)	0	0	0	0

(Source: Primary data)

Table number 4.45 describe about job satisfaction and empowerment. According to the (Mokaya et al., 2013) employee satisfaction is as important as customer satisfaction. Employees are the internal customers for the organization to survive in the competition and to achieve success organization must thrive for employee satisfaction, satisfied employees are equal to the satisfied customer and that is why the researcher has chosen this variable to understand whether the organization makes efforts to give job satisfaction and empowerment. Out of 10 hotels (100%), 4 hotels (40%) strongly agree that Supervisors are empowered to solve customer problems. 3 hotels (30%) agree that Supervisors are

empowered to solve customer problems. 3(30%) hotels somewhat agree that Supervisors are empowered to solve customer problems.

out of 10(100%) hotels 1 hotel (10%) strongly agree that Supervisors encouraged and allowed handling customer problems by themselves. 5 (50%) hotels agree that Supervisors encouraged and allowed handling customer problems by themselves. 4(40%) hotels somewhat agree that Supervisors encouraged and allowed handling customer problems by themselves.

Out of 10 (100%) hotels 30%(3) hotels strongly agree that Supervisors do not have to get management's approval before they handle customer problems. Hotels30%(3) hotels agree that Supervisors do not have to get management's approval before they handle customer problems. 4 hotels (40%) somewhat agree that Supervisors do not have to get management's approval before they handle customer problems .out of 10 hotels (100%) hotels all 10 hotels strongly agree that Supervisors have to take managers approval for monetary settlements like complimentary or service recovery.

4.2.1.14: Training and Development

Table no: 4.45 Training and Development					
Training	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
Training needs are identified through formal performance appraisal system	8 (80%)	2 (20%)	0	0	0
The managers are involved in identifying the training needs of the employees	5 (50%)	5 (50%)	0	0	0
Supervisors receive extensive customer service training at entry level before they came into contact with customers	3 (30%)	4 (40%)	2 (20%)	1 (10%)	0
Supervisors receives continuous training to provide good service	2 (20%)	4 (40%)	4 (40%)	0	0
Supervisors receive training on how to serve customers better	3 (30%)	4 (40%)	3 (30%)	0	0
Supervisors receive training on how to deal with complaining customers	8 (80%)	2 (20%)	0	0	0
Supervisors receive training on dealing with customer problems	5 (50%)	5 (50%)	0	0	0
Employees are satisfied with the quality of training	6 (60%)	4 (40%)	0	0	0

(Source: Primary data)

Table number 4.46 portray about training and development process followed in the organization. According to (Muthukumar & Vidhya, 2015) in the organization, training is an important and continuous process for all the employees. The training process starts in the organization after section and the joining of the employees is done till is her exit from the organization. Training helps the organization in many ways from promotion, to adopt new strategies as per the market requirement to achieve the organizational goal and therefore researcher has chosen this variable to understand how the training process is carried out in the five-star hotels. Out of 10 (100%) hotels, 8(80%) hotels strongly agree that Training needs are identified through a formal performance appraisal system.2 (20%) hotels agree that Training needs are identified through a formal performance appraisal system. Out of 10 (100%) hotels, 5(50%) hotels strongly agree that the managers are involved in identifying the training needs of the employees. 5(50%) hotels agree that the managers are involved in identifying the training needs of the employees.

Out of 10 (100%) hotels, 3(30%) hotels strongly agree that Supervisors receive extensive customer service training at entry level before they came into contact with customers.4(40%) hotels agree that Supervisors receive extensive customer service training at entry level before they came into contact with customers. 2(20%) hotels somewhat agree that Supervisors receive extensive customer service training at entry level before they came into contact with customers.1(10%) hotel disagree that Supervisors receive extensive customer service training at entry level before they come to contact with customers.

Out of 10 (100%) hotels, 2(20%) hotels strongly agree that Supervisors receives continuous training to provide good service. 4(40%) hotels agree that Supervisors receives continuous training to provide good service. 4(40%) hotels somewhat agree that Supervisors receives continuous training to provide good service.

Out of 10 (100%) hotels, 3(30%) hotels strongly agree that Supervisors receive training on how to serve customers better. 4(40%) hotels agree that Supervisors receive training on how to serve customers better. 3(30%) hotels somewhat agree that Supervisors receive training on how to serve customers better. Out of 10 (100%) hotels, 8(80%) hotels strongly agree that Supervisors receive training on how to deal with complaining customers.2 (20%) hotels agree that Supervisors receive training on how to deal with complaining customers.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that Supervisors receive training on dealing with customer problems. 5(50%) hotels agree that Supervisors receive training on dealing with customer problems. Out of 10 (100%) hotels, 6(60%) hotels strongly agree that Employees are satisfied with the quality of training. 4(40%) hotels agree that Employees are satisfied with the quality of training.

4.2.1.15: work culture and work Environment

Table no 4.46 Work Culture & Work Environment					
Work Culture & Work Environment	Strongly Agree	Agree	Somewhat Agree	Strongly Disagree	Disagree
The work atmosphere in the hotel is cheerful and pleasant	5 (50%)	5 (50%)	0	0	0
The hotel provides good & safe work condition	2 (20%)	6 (60%)	2 (20%)	0	0
The hotel manager always helps employees when in need	1 (10%)	5 (50%)	4 (40%)	0	0
There is a autonomy in doing work and decision making	3 (30%)	5 (50%)	2 (20%)	0	0
Working conditions, lighting and ventilations in the hotels are comfortable to work	5 (50%)	5 (50%)	0	0	0
The employees often complain that the work is repetitive and monotonous	0	0	5 (50%)	2 (20%)	3 (30%)
The employees often complain about timing of work	0	5 (50%)	5 (50%)	0	0
The pay packages offered by the company are not fully matching with the work load/working hours.	0	0	0	3 (30%)	7 (70%)
Do u feel that employees in the organization are over worked and under paid	0	1 (10%)	2 (20%)	4 (40%)	3 (30%)

Does organization have Equal access to promotion and training development policies for its supervisors and managers	5 (50%)	5 (50%)	0	0	0
Employees experience job-related stress and strain at Work	0	0	3 (30%)	4 (40%)	3 (30%)
The grievance Redressal procedure prescribed in the company is well prepared	3 (30%)	4 (40%)	3 (30%)	0	0
There is informal communication between co-workers and subordinates during the rest hours of the organization	5 (50%)	5 (50%)	0	0	0
Supervisors participate in decision making of the organization	2 (20%)	6 (60%)	2 (20%)	0	0
Organizations provide a sense of security through honest communication and transparency about the company's health and long-term viability	5 (50%)	5 (50%)	0	0	0

(Source: Primary data)

Table number 4.47 illustrates about work culture and work environment. According to (Mokaya et al., 2013) there is a strong correlation between work environment and employee job satisfaction that is why the researcher has chosen this variable to understand the work culture and work environment present in the five-star hotel. Out of 10 (100%) hotels, 5(50%) hotels strongly agree that the work atmosphere in the hotel is cheerful and pleasant. 5(50%) hotels agree that the work atmosphere in the hotel is cheerful and pleasant.

Out of 10 (100%) hotels, 2(20%) hotels strongly agree that the hotel provides good & safe work conditions. 6(60%) hotels agree that the hotel provides good & safe work conditions. 2(20%) hotels somewhat agree that the hotel provides good & safe work conditions.

Out of 10 (100%) hotels, 1(10%) hotel strongly agree that the hotel manager always helps employees when in need. 5(50%) hotels agree that the hotel manager always helps employees when in need. 4(40%) hotels somewhat agree that the hotel manager always helps employees when in need.

Out of 10 (100%) hotels, 3(20%) hotels strongly agree that there is autonomy in doing work and decision making. 5(50%) hotels agree that there is autonomy in doing work and decision making. 2(20%) hotels somewhat agree that there is autonomy in doing work and decision making.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that Working conditions, lighting and ventilation in the hotels are comfortable to work. 5(50%) hotels agree that Working conditions, lighting and ventilation in the hotels are comfortable to work.

Out of 10 (100%) hotels, 5(50%) hotels somewhat agree that the employees often complain that the work is repetitive and monotonous. 2(20%) hotels disagree that the employees often complain that the work is repetitive and monotonous. 3(30%) hotels strongly disagree that the employees often complain that the work is repetitive and monotonous.

Out of 10 (100%) hotels, 5(50%) hotels agree that the employees often complain about the timing of work. 5(50%) hotels somewhat agree that the employees often complain about the timing of work.

Out of 10 (100%) hotels, 3(30%) hotels disagree that the pay packages offered by the company are not fully matching with the workload/working hours. 7 (70%) hotels strongly disagree that the pay packages offered by the company are not fully matching with the workload/working hours.

Out of 10 (100%) hotels, 1(10%) hotel agree that Do u feel that employees in the organization are overworked and underpaid. 2(20%) hotels somewhat agree that Do u feel that employees in the organization are overworked and underpaid. 4(40%) hotels disagree that Do u feel that employees in the organization are overworked and underpaid. 3(30%) hotels strongly disagree that Do u feel that employees in the organization are overworked and underpaid.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that the organization have Equal access to promotion and training development policies for its supervisors and managers.

5(50%) hotels agree that organizations have Equal access to promotion and training development policies for their supervisors and managers.

Out of 10 (100%) hotels, 3(30%) hotels somewhat agree that Employees experience job-related stress and strain at Work. 4(40%) hotels disagree that Employees experience job-related stress and strain at Work. 3(30%) hotels strongly disagree that Employees experience job-related stress and strain at Work.

Out of 10 (100%) hotels, 3(30%) hotels strongly agree that the grievance redressal procedure prescribed in the company is well prepared. 4(40%) hotels agree that the grievance redressal procedure prescribed in the company is well prepared. 3(30%) hotels somewhat agree that the grievance redressal procedure prescribed in the company is well prepared.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that There is informal communication between co-workers and subordinates during the rest hours of the organization. 5(50%) hotels agree that There is informal communication between co-workers and subordinates during the rest hours of the organization. Out of 10 (100%) hotels, 2(20%) hotels strongly agree that Supervisors participate in the decision making of the organization. 6(60%) hotels agree that Supervisors participate in the decision making of the organization. 2(20%) hotels somewhat agree that Supervisors participate in the decision making of the organization.

Out of 10 (100%) hotels, 5(50%) hotels strongly agree that Organizations provide a sense of security through honest communication and transparency about the company's health and long-term viability. 5(50%) hotels agree that Organizations provide a sense of security through honest communication and transparency about the company's health and long-term viability.

4.3 Testing of Hypotheses

Research Premise:

Star hotels in Pune do have work life balance practices embedded in work culture. Personal & organizational factors affect the work life balance. A healthy work life balance improves the work satisfaction of employees. Work life imbalance impacts employees' health & family life.

Following statistical hypotheses were prepared on the basis of above-mentioned research premise.

Hypothesis 1:

H₀: There is no significant difference amongst respondent about Human Resource Practices which helps in managing work life balance of middle management employees working at five-star hotels.

H₁: There is a significant difference amongst respondent about Human Resource Practices which helps in managing work life balance of middle management employees working at five-star hotels.

Particulars	Mean	Weighted Mean	Level of Agreement
WLB – Leave	2.8384	2.9886	Average
WLB - Rewards and Monetary Benefits	4.1449	4.2016	Very High
Facilities and Fringe Benefits	4.0801	4.1209	High
Training and Development	4.3169	4.3395	Very High

(Source: Primary data)

The above table shows that there is a difference in the mean and the weighted mean of the human resource practices which helps in managing work life balance of middle management employees working at five-star hotels. This means that the null hypothesis is rejected and the alternate hypothesis is accepted and hence it can be said that there is a significant difference amongst respondent about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

Hypothesis 2:

H₀: There is no correlation between personal factors which helps in maintaining work life balance of middle management employees working at five-star hotels.

H₁: There is correlation between personal factors which helps in maintaining work life balance of middle management employees working at five-star hotels.

Table No.4.48 Descriptive Statistics			
	Mean	Std. Deviation	Analysis N
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	3.96	.903	437
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place	3.96	.865	437
30.3 Personal Factors - An emergency in family affects my concentration at work	4.04	.820	437
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship	4.10	.807	437
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	4.03	.603	437
30.6 Personal Factors - I find it difficult to enjoy my social engagements without hampering my work commitments	3.78	.682	437
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	3.86	.710	437
30.8 Personal Factors - I find it difficult to give ample time to my friends without hampering my work timings	3.82	.789	437
30.9 Personal Factors - I find it difficult to give ample time to my family without hampering my work timings	3.59	.817	437
30.10 Personal Factors - I cannot concentrate in my work due to the dependent care issues at home.	4.11	.719	437

(Source: Primary data)

The above table shows the descriptive statistics. It can be seen that the factor ‘I cannot concentrate in my work due to the dependent care issues at home’ has the highest mean of 4.11 which means it is the most important factor which influences the respondent while the factor ‘I find it difficult to give ample time to my family without hampering my work timings’ has the lowest mean of 3.59 which means it not given much importance.

The correlation matrix attached in annexure table shows the correlation values and the significance values of the correlation. It can be seen that the variables are all correlated to each other.

Table No. 4.49 KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.545
Bartlett's Test of Sphericity	Approx. Chi-Square	1434.456
	Df	45
	Sig.	.000

(Source: Primary data)

The KMO measures the sampling adequacy. The value should be close to closer to 0.5 in order to be considered satisfactory for the factor analysis to proceed. In this case the KMO value is 0.545 which means that the sampling is adequate to proceed with the factor analysis. Bartlett’s test of sphericity is another indication of the strength of the relationship among the variables. This tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is one in which all of the diagonal elements are 1 and all off diagonal elements are 0. In such a case the null hypothesis is rejected. Further, in this case the Bartlett’s test of sphericity testing for the significance of correlation coefficient matrix is significant as indicated by the p value corresponding to the chi-square statistic. The p value is 0.000, which is less than 0.05, the assumed level of significance, indicating the rejection of null hypothesis that the correlation matrix of the variables is insignificant. Hence it is clear that the correlation matrixes of the variables are significant. This means that there is correlation between personal factors which helps in maintaining work life balance of middle management employees working at five-star hotels.

Table No. 4.50 Communalities		
	Initial	Extraction
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	1.000	.795
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place	1.000	.849
30.3 Personal Factors - An emergency in family affects my concentration at work	1.000	.599
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship	1.000	.823
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	1.000	.876
30.6 Personal Factors - I find it difficult to enjoy my social engagements without hampering my work commitments	1.000	.790
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	1.000	.574
30.8 Personal Factors - I find it difficult to give ample time to my friends without hampering my work timings	1.000	.729
30.9 Personal Factors - I find it difficult to give ample time to my family without hampering my work timings	1.000	.524
30.10 Personal Factors - I cannot concentrate in my work due to the dependent care issues at home.	1.000	.619
Extraction Method: Principal Component Analysis.		

(Source: Primary data)

The above Communalities table shows how much of the variance is accounted for. The personal factor – Due to unforeseen circumstances at home I sacrifice my duties at work (0.876) is the maximum accounted for variable and the personal factor – I find it difficult to give ample time to my family without hampering my work timings (0.524) is the least accounted for variable.

Table No. 4.51 Total Variance Explained

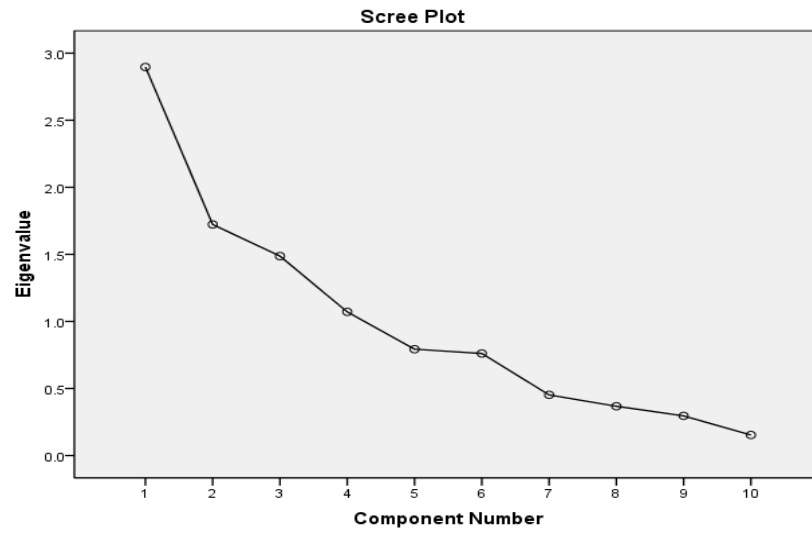
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	2.897	28.967	28.967	2.897	28.967	28.967	2.385	23.852	23.852
	2	1.723	17.228	46.195	1.723	17.228	46.195	1.647	16.474	40.326
	3	1.487	14.867	61.062	1.487	14.867	61.062	1.597	15.965	56.292
	4	1.071	10.714	71.776	1.071	10.714	71.776	1.548	15.484	71.776
	5	.793	7.930	79.705						
	6	.761	7.611	87.316						
	7	.452	4.522	91.838						
	8	.367	3.674	95.513						
	9	.296	2.956	98.468						
	10	.153	1.532	100.000						

Extraction Method: Principal Component Analysis.

(Source: Primary data)

The above table shows the total variance explained. There are four components which have been extracted and together they account for 71.775 percent of the total variance. There are four components which have a loading on the total 10 variables.

Scree Plot No.1



Scree plot is a graph of the Eigen values against all factors. The graph is useful for determining how many factors to retain. The point of interest is where the curve starts to flatten. It can be seen in the above graph that the curve starts to flatten after 4th component confirming the four components that have been extracted in the table Total Variance Explained.

Table No. 4.52 Component Matrix^a				
	Component			
	1	2	3	4
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	.824			
30.10 Personal Factors - I cannot concentrate in my work due to the dependent care issues at home.	-.706			
30.3 Personal Factors - An emergency in family affects my concentration at work	.674			
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	.610			
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	.604			
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place		.813		
30.6 Personal Factors - I find it difficult to enjoy my social engagements without hampering my work commitments		.693		
30.9 Personal Factors - I find it difficult to give ample time to my family without hampering my work timings			.651	
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship			.619	
30.8 Personal Factors - I find it difficult to give ample time to my friends without hampering my work timings	.508			.568
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

(Source: Primary data)

The above table component matrix shows the loadings of the variables on the factors extracted. The higher the absolute value of the loading the more the factor contributes to the variable. The component 1 has a loading on the personal factors – I find it difficult to reach on time to work due to my family duties, I cannot concentrate in my work due to the dependent care issues at home, An emergency in family affects my concentration at work, Due to unforeseen circumstances at home I sacrifice my duties at work, I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities and I find it difficult to give ample time to my friend without hampering my work timings. The component 2 has loading on the personal factors – Due to stress and strain at home I am not able to separate work and family issues in order to maintain harmony at work place and I find it difficult to enjoy my social engagements without hampering my work commitments. The component 3 has a loading on the personal factors – I find it difficult to give ample to my family without hampering my work timings and it is difficult for my family to understand my work demands which impacts my family relationship. The component 4 has a loading on the personal factor – I find it difficult to give ample time to my friends'withouthampering my work timings. This personal factor has cross loading of components 1 and 4. So there is need to redistribute the factor loading by having a rotation.

Table No. 4.53 Rotated Component Matrix^a				
	Component			
	1	2	3	4
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	.857			
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	.856			
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	.667			
30.3 Personal Factors - An emergency in family affects my concentration at work	.547		.541	
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship		.839		
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place		.785		
30.10 Personal Factors - I cannot concentrate in my work due to the dependent care issues at home.				
30.8 Personal Factors - I find it difficult to give ample time to my friends without hampering my work timings			.846	
30.6 Personal Factors - I find it difficult to enjoy my social engagements without hampering my work commitments				.876
30.9 Personal Factors - I find it difficult to give ample time to my family without hampering my work timings				-.525
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 7 iterations.				

(Source: Primary data)

The rotation reduces the number of factors on which the variables under investigation have high loadings. Rotation does not change anything but makes it easier to interpret the analysis. The above table shows that the component 1 has a loading on the factors 1, 5 7 and 3. The second component has a loading on factors 4 and 2. The third component has a cross loading on factors 3 and 8 while the component 4 has a loading on factors 6 and 9. The variables above 0.6 and which have a positive value only have been assumed to be significant and hence only those variables have been considered.

Component 1: Correlation between the Variables

Table No. 4.54 Pearson Correlations Component 1				
		30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	Pearson Correlation	1	.671**	.467**
	Sig. (2-tailed)		.000	.000
	N	437	437	437
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	Pearson Correlation	.671**	1	.340**
	Sig. (2-tailed)	.000		.000
	N	437	437	437
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	Pearson Correlation	.467**	.340**	1
	Sig. (2-tailed)	.000	.000	
	N	437	437	437
**. Correlation is significant at the 0.01 level (2-tailed).				

(Source: Primary data)

All the three factors are related to family responsibilities. So, the component 1 has significant bearing on family responsibilities. Also, there is correlation amongst the variables regarding the family responsibilities.

Component 2: Correlationbetween the Variables

Table No. 4.55 Person Correlations for Component 2

Table No. 4.55 Person Correlations for Component 2			
		30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place	30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place	Pearson Correlation	1	.397**
	Sig. (2-tailed)		.000
	N	437	437
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family relationship	Pearson Correlation	.397**	1
	Sig. (2-tailed)	.000	
	N	437	437
**. Correlation is significant at the 0.01 level (2-tailed).			

(Source: Primary data)

All the three factors are related to Stress. So, the component 2 has significant bearing on Stress. Also, there is correlation amongst the variables regarding the stress.

Component 3:Component 3 has a significant loading on spending time with friends.

Component 4:Component 4 has a significant loading on social engagements.

Hypothesis 3:

H₀: There is no correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels.

H₁: There is correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels.

Table No. 4.56 Descriptive Statistics of Organizational factors			
	Mean	Std. Deviation	Analysis N
24.1 Organizational factors: Working Hours - My work timings are fluctuating	3.72	.906	437
24.2 Organizational factors: Working Hours - I often get break shift	3.70	1.072	437
24.3 Organizational factors: Working Hours - my duty roster is fluctuating	4.18	.901	437
24.4 Organizational factors: Working Hours - I frequently do overtime	4.24	1.058	437
24.5 Organizational factors: Working Hours - I have timely deadlines at work	4.21	.745	437
26.1 Organizational factors: Work culture & Work Environment - The work atmosphere in the hotel is cheerful and pleasant	4.00	.780	437
26.2 Organizational factors: Work culture & Work Environment - The hotel provides good & safe work conditions	3.41	1.117	437
26.3 Organizational factors: Work culture & Work Environment - The hotel manager always helps employees in problem situation	3.64	.985	437
26.4 Organizational factors: Work culture & Work Environment - There is an autonomy in doing work and decision making	3.47	1.336	437

26.5 Organizational factors: Work culture & Work Environment - I enjoy working in hotel industry	4.05	.905	437
26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job	3.97	.972	437
26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	3.27	1.063	437
26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work	4.10	.513	437
27.1 Organizational factors: Job satisfaction - Promotion rules and requirements are well defined in the hotel	3.50	.845	437
27.2 Organizational factors: Job satisfaction - Promotion depends upon employee's work performance	3.81	.725	437
27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager's decision	2.87	1.509	437
27.4 Organizational factors: Job satisfaction - Hotel has perfect evaluation system for promotion	3.59	1.260	437
27.5 Organizational factors: Job satisfaction - Procedure of the Promotion in the Hotel is fairly followed for all employees	3.77	.525	437
27.6 Organizational factors: Job satisfaction - Promotion depends on employee relations with the manager	1.99	1.027	437
27.7 Organizational factors: Job satisfaction - Job performance evaluation done by my manager is fair and based on clear performance standard	4.06	.677	437
27.8 Organizational factors: Job satisfaction - I am satisfied with the hotel's promotion policy	3.49	1.042	437
27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	3.40	.825	437

(Source: Primary data)

The above table shows the descriptive statistics. It can be seen that the factor ‘I frequently do overtime’ has the highest mean of 4.24 which means it is the most important factor which influences the respondent while the factor ‘promotion depends on employee relations with the manager’ has the lowest mean of 1.99 which means it not given much importance.

The correlation matrix attached in annexure shows the correlation values and the significance values of the correlation. It can be seen that the variables are correlated to each other.

Table No. 4.57 KMO and Bartlett's Test for Hypothesis 3		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.579
Bartlett's Test of Sphericity	Approx. Chi-Square	6397.308
	df	231
	Sig.	.000

(Source: Primary data)

The KMO measures the sampling adequacy. The value should be close to closer to 0.5 in order to be considered satisfactory for the factor analysis to proceed. In this case the KMO value is 0.579 which means that the sampling is adequate to proceed with the factor analysis. Bartlett’s test of sphericity is another indication of the strength of the relationship among the variables. This tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is one in which all of the diagonal elements are 1 and all off diagonal elements are 0. In such a case the null hypothesis is rejected. Further, in this case the Bartlett’s test of sphericity testing for the significance of correlation coefficient matrix is significant as indicated by the p value corresponding to the chi-square statistic. The p value is 0.000, which is less than 0.05, the assumed level of significance, indicating the rejection of null hypothesis that the correlation matrix of the variables is insignificant. Hence it is clear that the correlation matrix of the variables is significant. This means that there is a correlation between organizational factors, which help in maintaining work-life balance of middle management employees, working at five-star hotels.

Table No. 4.58 Communalities for Organizational Factor		
	Initial	Extraction
24.1 Organizational factors: Working Hours - My work timings are fluctuating	1.000	.653
24.2 Organizational factors: Working Hours - I often get break shift	1.000	.823
24.3 Organizational factors: Working Hours - my duty roster is fluctuating	1.000	.760
24.4 Organizational factors: Working Hours - I frequently do overtime	1.000	.581
24.5 Organizational factors: Working Hours - I have timely deadlines at work	1.000	.867
26.1 Organizational factors: Work culture & Work Environment - The work atmosphere in the hotel is cheerful and pleasant	1.000	.680
26.2 Organizational factors: Work culture & Work Environment - The hotel provides good & safe work conditions	1.000	.922
26.3 Organizational factors: Work culture & Work Environment - The hotel manager always helps employees in problem situation	1.000	.687
26.4 Organizational factors: Work culture & Work Environment - There is an autonomy in doing work and decision making	1.000	.373
26.5 Organizational factors: Work culture & Work Environment - I enjoy working in hotel industry	1.000	.777
26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job	1.000	.770
26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	1.000	.905

26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work	1.000	.745
27.1 Organizational factors: Job satisfaction - Promotion rules and requirements are well defined in the hotel	1.000	.838
27.2 Organizational factors: Job satisfaction - Promotion depends upon employee's work performance	1.000	.791
27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager's decision	1.000	.778
27.4 Organizational factors: Job satisfaction - Hotel has perfect evaluation system for promotion	1.000	.733
27.5 Organizational factors: Job satisfaction - Procedure of the Promotion in the Hotel is fairly followed for all employees	1.000	.797
27.6 Organizational factors: Job satisfaction - Promotion depends on employee relations with the manager	1.000	.704
27.7 Organizational factors: Job satisfaction - Job performance evaluation done by my manager is fair and based on clear performance standard	1.000	.717
27.8 Organizational factors: Job satisfaction - I am satisfied with the hotel's promotion policy	1.000	.740
27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	1.000	.710
Extraction Method: Principal Component Analysis.		

(Source: Primary data)

The above Communalities table shows how much of the variance is accounted for. The organizational factor: Work culture and work environment – The hotel provides good and safe work conditions (0.922) is the maximum accounted for variable and Organizational factors: Work culture & Work Environment - There is an autonomy in doing work and decision making (0.373) is the least accounted for variable.

Table No. 4.59 Total Variance Explained

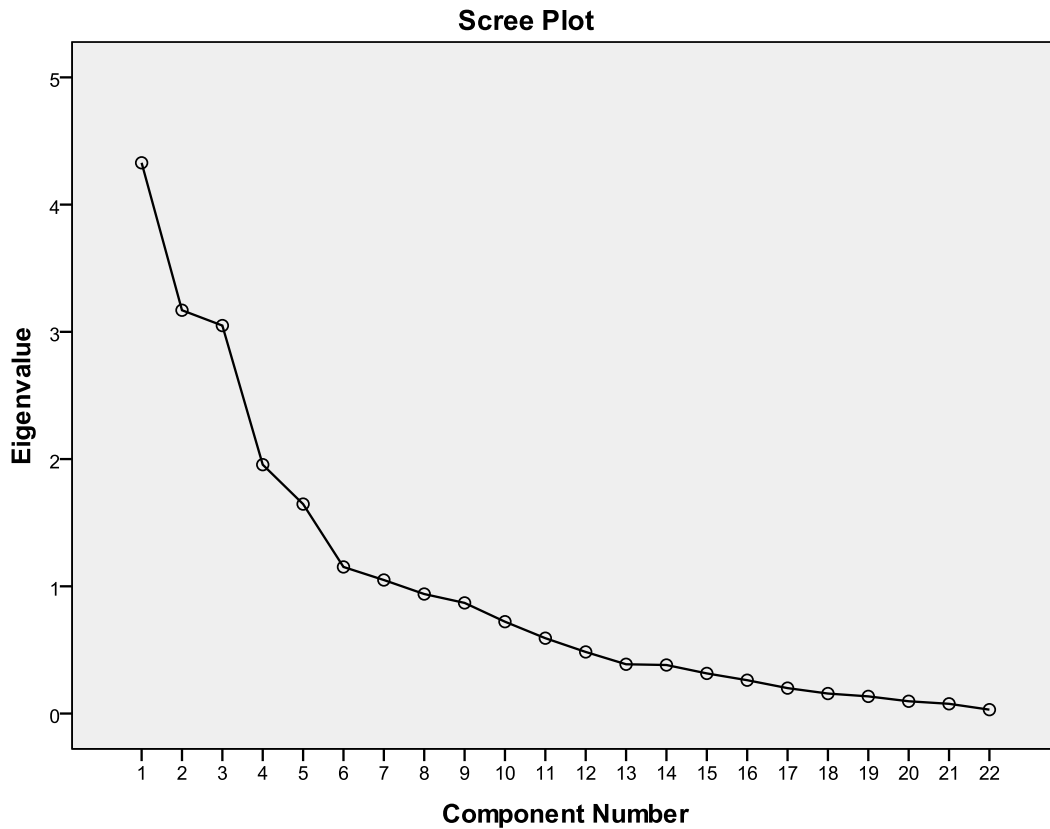
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	4.329	19.675	19.675	4.329	19.675	19.675
	2	3.170	14.408	34.083	3.170	14.408	34.083
	3	3.049	13.860	47.944	3.049	13.860	47.944
	4	1.956	8.891	56.835	1.956	8.891	56.835
	5	1.646	7.483	64.317	1.646	7.483	64.317
	6	1.152	5.237	69.554	1.152	5.237	69.554
	7	1.049	4.770	74.324	1.049	4.770	74.324
	8	.939	4.270	78.594			
	9	.870	3.953	82.547			
	10	.722	3.281	85.828			
	11	.592	2.692	88.520			
	12	.484	2.200	90.720			
	13	.387	1.760	92.481			
	14	.381	1.734	94.214			
	15	.315	1.434	95.648			
	16	.262	1.191	96.839			
	17	.200	.908	97.748			
	18	.157	.714	98.462			
	19	.135	.613	99.075			
	20	.096	.439	99.514			
	21	.077	.348	99.861			
	22	.031	.139	100.000			

Extraction Method: Principal Component Analysis.

(Source: Primary data)

The above table shows the total variance explained. There are seven components which have been extracted and together they account for 74.324 percent of the total variance. There are seven components which have a loading on the total 22 variables.

Scree Plot No.2



Scree plot is a graph of the Eigen values against all factors. The graph is useful for determining how many factors to retain. The point of interest is where the curve starts to flatten. It can be seen in the above graph that the curve starts to flatten after 7th component confirming the seven components that have been extracted in the table Total Variance Explained.

Table No. 4.60 Component Matrix^a for Organizational Factor

	Component						
	1	2	3	4	5	6	7
27.5 Organizational factors: Job satisfaction - Procedure of the Promotion in the Hotel is fairly followed for all employees	.787						
27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	.781						
24.1 Organizational factors: Working Hours - My work timings are fluctuating	.674						
26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	.626						
27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager's decision	.625						
26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work	.620						
26.2 Organizational factors: Work culture & Work Environment - The hotel provides good & safe work conditions	.552						
27.8 Organizational factors: Job satisfaction - I am satisfied with the hotel's promotion policy							

27.1 Organizational factors: Job satisfaction - Promotion rules and requirements are well defined in the hotel		.716					
26.5 Organizational factors: Work culture & Work Environment - I enjoy working in hotel industry		-.567					
27.6 Organizational factors: Job satisfaction - Promotion depends on employee relations with the manager		-.540					
26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job			.655				
24.3 Organizational factors: Working Hours - my duty roster is fluctuating			.600				
27.4 Organizational factors: Job satisfaction - Hotel has perfect evaluation system for promotion			.582				
27.7 Organizational factors: Job satisfaction - Job performance evaluation done by my manager is fair and based on clear performance standard			.533				
27.2 Organizational factors: Job satisfaction - Promotion depends upon employee's work performance				.615			
24.5 Organizational factors: Working Hours - I have timely deadlines at work				.574			
26.3 Organizational factors: Work culture & Work Environment - The hotel manager always helps employees in problem situation				-.561			

24.4 Organizational factors: Working Hours - I frequently do overtime							
26.4 Organizational factors: Work culture & Work Environment - There is an autonomy in doing work and decision making					-.536		
26.1 Organizational factors: Work culture & Work Environment - The work atmosphere in the hotel is cheerful and pleasant					.516		
24.2 Organizational factors: Working Hours - I often get break shift							.614
Extraction Method: Principal Component Analysis.							
a. 7 components extracted.							

(Source: Primary data)

The above table component matrix shows the loadings of the variables on the factors extracted. The higher the absolute value of the loading the more the factor contributes to the variable. The component 1 has a loading on the organizational factors – Job satisfaction – Procedure of the promotion in the hotel is fairly followed for all employees, In the organization salary is at par to the market standards; Working hours – My work timings are fluctuating; Work culture & work environment – I have well defined tasks to perform; Job satisfaction – Promotion depends upon the manager’s decision; Work culture & work environment – Working conditions, lighting and ventilation in the hotel are comfortable to work and Work culture & work environment – The hotel provides good and safe work conditions. The component 2 has loading on the organizational factors – Job satisfaction – Promotion rules and requirements are well defined in the hotel; Work culture and work environment – I enjoy working in hotel industry and Job satisfaction – Promotion depends on employee relations with the manager. The component 3 has a loading on the organizational factors – Work culture & work environment – I feel secure in my job; Working hours – My duty roster is fluctuating; Job satisfaction – Hotel has perfect

evaluation system for promotion, Job performance evaluation done by my manager is fair and based on clear performance standard. The component 4 has a loading on the organizational factor – Job satisfaction – Promotion depends upon employee’s work performance Working hours – I have timely deadlines at work and Work culture and work environment – The hotel manager always helps employees in problem situation. The component 5 has a loading on the organizational factor – Work culture & work environment – There is autonomy in doing work and decision making and the work atmosphere in the hotel is cheerful and pleasant. The component 6 does not have a bearing on any factor and the component 7 has a bearing on the organizational factor – Working hours – I often get a break shift.

The variables above 0.6 and which have a positive value only have been assumed to be significant and hence only those variables have been considered.

Component 1: Correlation between the Variables

Table No. 4.61 Pearson Correlations between the Components of Organizational Factors							
		27.5 Organizational factors: Job satisfaction - Procedure of the Promotion in the Hotel is fairly followed for all employees	27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	24.1 Organizational factors: Working Hours - My work timings are fluctuating	26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager’s decision	26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work
27.5	Pearson	1	.539**	.509**	.439**	.476**	.281**
Organizational factors: Job satisfaction -	Sig. (2-tailed)		.000	.000	.000	.000	.000
	Correlation						

Procedure of the Promotion in the Hotel is fairly followed for all employees	N	437	437	437	437	437	437
27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	Pearson Correlation	.539**	1	.466**	.377**	.303**	.578**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	437	437	437	437	437	437
24.1 Organizational factors: Working Hours - My work timings are fluctuating	Pearson Correlation	.509**	.466**	1	.201**	.332**	.553**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	437	437	437	437	437	437
26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	Pearson Correlation	.439**	.377**	.201**	1	.532**	.174**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	437	437	437	437	437	437
27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager's decision	Pearson Correlation	.476**	.303**	.332**	.532**	1	.239**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	437	437	437	437	437	437

26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work	Pearson Correlation	.281**	.578**	.553**	.174**	.239**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	437	437	437	437	437	437
**. Correlation is significant at the 0.01 level (2-tailed).							

(Source: Primary data)

All the three factors are related to organizational policies. So, the component 1 has significant bearing on organizational policies. Also, there is correlation amongst the variables regarding the organizational policies.

Component 2: This factor is related to promotion. So, the component 2 has significant bearing on Promotion.

Component 3: Correlation between the Variables

Table No. 4.62 Pearson Correlations between the variables of organizational factors

		26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job	24.3 Organizational factors: Working Hours - my duty roster is fluctuating
26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job	Pearson Correlation	1	.240**
	Sig. (2-tailed)		.000
	N	437	437
24.3 Organizational factors: Working Hours - my duty roster is fluctuating	Pearson Correlation	.240**	1
	Sig. (2-tailed)	.000	
	N	437	437
**. Correlation is significant at the 0.01 level (2-tailed).			

All the three factors are related to work culture and work environment. So, the component 1 has significant bearing on work culture and work environment. Also, there is correlation amongst the variables regarding the work culture and work environment.

Component 4: This factor is related to work performance. So, the component 4 has significant bearing on work performance.

Component 5: There are no variable above 0.6 value. So there no significant loading of component 5 on any factor.

Component 6: Component 6 does not have a significant bearing on any factor.

Component 7: This factor is related to break shift. So, the component 2 has significant bearing on break shift.

Hypothesis 4:

H₀: There is no correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels.

H₁: There is correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels.

Table No. 4.63 Correlations between human resource practices and work life balance						
		Organization al Factors - Job Satisfaction	WLB- Leave	WLB- Rewards and Monetary Benefits	Facilities and Fringe Benefits	Training and Development
Organizational Factors - Job Satisfaction	Pearson Correlation	1	.487 **	.118*	.459**	-.026
	Sig. (2-tailed)		.000	.013	.000	.592
	N	437	437	437	437	437
WLB-Leave	Pearson Correlation	.487**	1	-.007	.878**	.354**
	Sig. (2-tailed)	.000		.876	.000	.000
	N	437	437	437	437	437
WLB-Rewards An Monetary Benefits	Pearson Correlation	.118*	-	1	.073	.113*
	Sig. (2-tailed)	.013	.876		.126	.018
	N	437	437	437	437	437
Facilities and Fringe Benefits	Pearson Correlation	.459**	.878 **	.073	1	.464**
	Sig. (2-tailed)	.000	.000	.126		.000
	N	437	437	437	437	437
Training and Development	Pearson Correlation	-.026	.354 **	.113*	.464**	1
	Sig. (2-tailed)	.592	.000	.018	.000	
	N	437	437	437	437	437
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

(Source: Primary data)

In order to reject the null hypothesis and accept the alternate hypothesis the significance value should be less than 0.05. The above correlation table gives the correlation values between HR practices and job satisfaction. It can be seen that there is correlation between the Work life balance practice – Leave and job satisfaction, Rewards and monetary benefits and job satisfaction and Facilities and fringe benefits and job satisfaction. The

significance value of all these combinations is less than 0.05 which means that the null hypothesis is rejected and the alternate hypothesis is accepted. Hence there is correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels. Also, the correlation is positive among the three combinations which means that an increase in one will lead to an increase in another i.e., an increase in leave will lead to an increase in job satisfaction, an increase in rewards and monetary benefits will lead to an increase in the job satisfaction and an increase in facilities and fringe benefits will lead to an increase in the job satisfaction. But when it comes to training and development and job satisfaction there is no significant correlation between the two. Hence in this one case it can be said that there is no correlation between human resource practices helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels.

Hypothesis 5:

H₀: There is no correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels.

H₁: There is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels.

Table No. 4.64 Correlations between human resource practices and family life

		WLB- Leave	WLB- Rewards and Monetary Benefits	Facilities and Fringe Benefits	Training and Development	Health	AVG_ Family life
WLB-Leave	Pearson Correlation	1	-.007	.878**	.354**	.566**	.374**
	Sig. (2-tailed)		.876	.000	.000	.000	.000
	N	437	437	437	437	437	437
WLB- Rewards and Monetary Benefits	Pearson Correlation	-.007	1	.073	.113*	.243**	.267**
	Sig. (2-tailed)	.876		.126	.018	.000	.000
	N	437	437	437	437	437	437
Facilities and Fringe Benefits	Pearson Correlation	.878**	.073	1	.464**	.577**	.553**
	Sig. (2-tailed)	.000	.126		.000	.000	.000
	N	437	437	437	437	437	437
Training and Development	Pearson Correlation	.354**	.113*	.464**	1	.109*	.383**
	Sig. (2-tailed)	.000	.018	.000		.023	.000
	N	437	437	437	437	437	437
Health	Pearson Correlation	.566**	.243**	.577**	.109*	1	.472**
	Sig. (2-tailed)	.000	.000	.000	.023		.000
	N	437	437	437	437	437	437
AVG_ Family life	Pearson Correlation	.374**	.267**	.553**	.383**	.472**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	437	437	437	437	437	437

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

* . Correlation is significant at the 0.05 level (2-tailed).

(Source: Primary data)

The above table provides the correlation values among the human resource practices which help in maintaining work life balance & health and family life of middle management employees working at five-star hotels. In order to reject the null hypothesis, the significance value should be less than 0.05. The table shows that there is correlation between the health and human resource practices which help in maintaining work life balance (Leave, Rewards and Monetary benefits, Facilities and Fringe benefits and Training and Development). The significance value among all these variables is less than 0.05 which means that there is correlation amongst these variables. Also, correlation can be seen between the Family life and the human resource practices which help in maintaining work life balance (Leave, Rewards and Monetary benefits, Facilities and Fringe benefits and Training and Development). The significance value among all these variables is also less than 0.05 which means that there is correlation amongst these variables too. Hence it is clear that there is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels. Also, the correlation is positive in all the cases indicating that an increase in one will lead to an increase in another.

Hypothesis 6:

H₀: There is no significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

H₁: There is significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

Particulars	Mean	Weighted Mean	Level of Agreement
Leave	3.2500	3.2606	Average
Rewards and Monetary Benefits	4.6750	4.6939	Very High

(Source: Primary data)

The above table shows that there is a difference in the mean and the weighted mean of the hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels. This means that the null hypothesis is rejected and the alternate hypothesis is accepted and hence it can be said that there is a significant difference amongst hotels about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels.

Hypothesis 7:

H₀: There is no significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels.

H₁: There is a significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels.

Particulars	Mean	Weighted Mean	Level of Agreement
Recruitment And Selection	4.1080	4.1119	High
Performance And Appraisal	4.3720	4.3787	Very High
Facilities And Fringe Benefits	3.8550	3.8667	High
Job Security	4.0320	4.0955	High
Empowerment And Satisfaction	4.1750	4.1931	High
Training	4.3900	4.3947	Very High

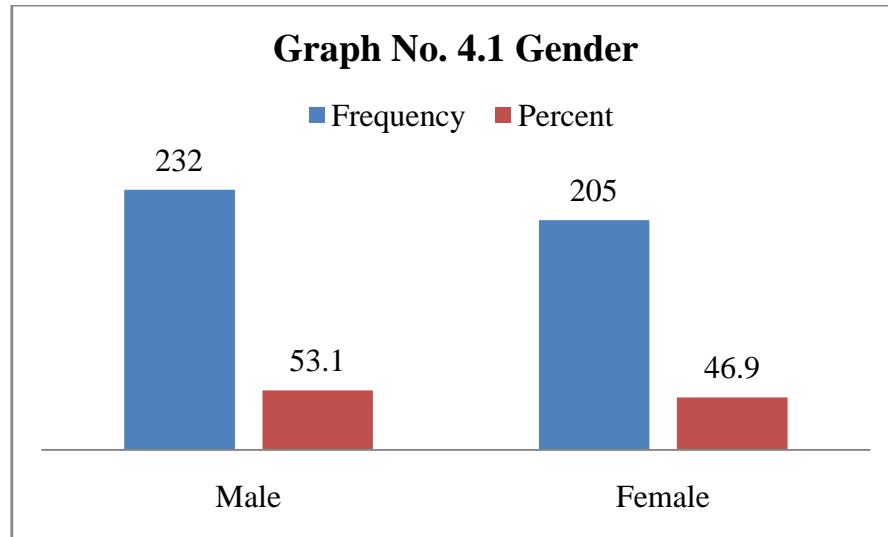
(Source: Primary data)

The above table shows that there is a difference in the mean and the weighted mean of the hotels about the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels. This means that the null hypothesis is rejected and the alternate hypothesis is accepted and hence it can be said that there is a significant difference amongst the Organizational Practices which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five-star hotels.

4.4 Findings

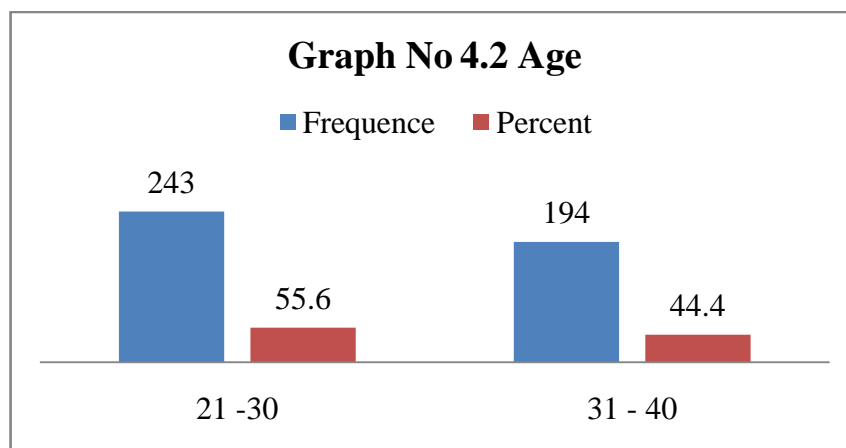
4.4.1 Findings from Employee Data

4.4.1.1 Gender: Employees working at the middle management level in five-star hotels in Pune city majority of supervisors are male. (Refer Graph No. 4.1)



(Source: Primary Data)

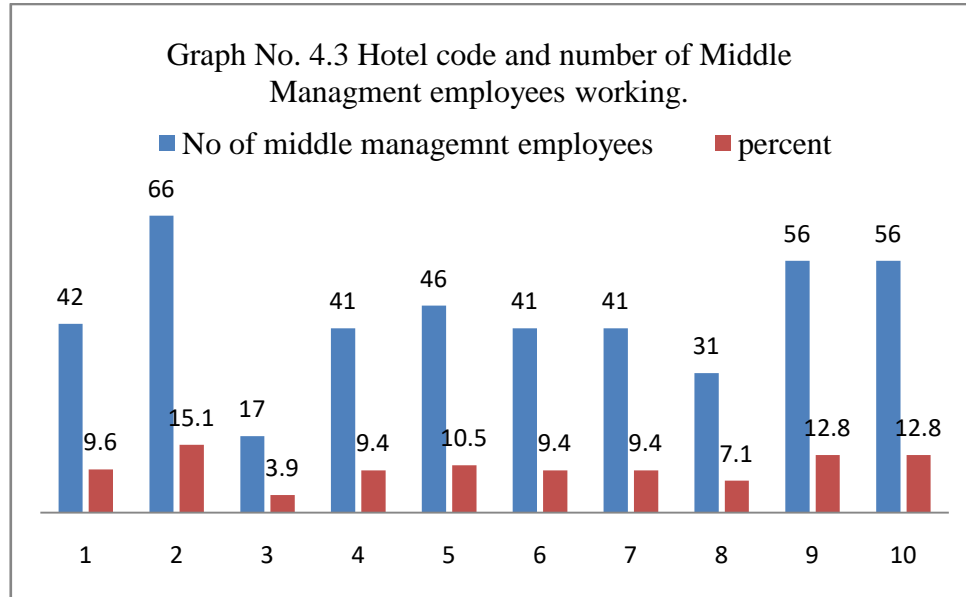
4.4.1.2 Age: The majority of the respondents who work at the middle management level in five-star hotels are in the age group of 21-30. Hence it can be observed that the young generation is working at the middle management level. The employee starts his/her professional career at the age of 20 years and above. (Refer graph no. 4.2)



(Source: Primary Data)

4.4.1.3 Hotel Code and Number of Middle Management Employees Working

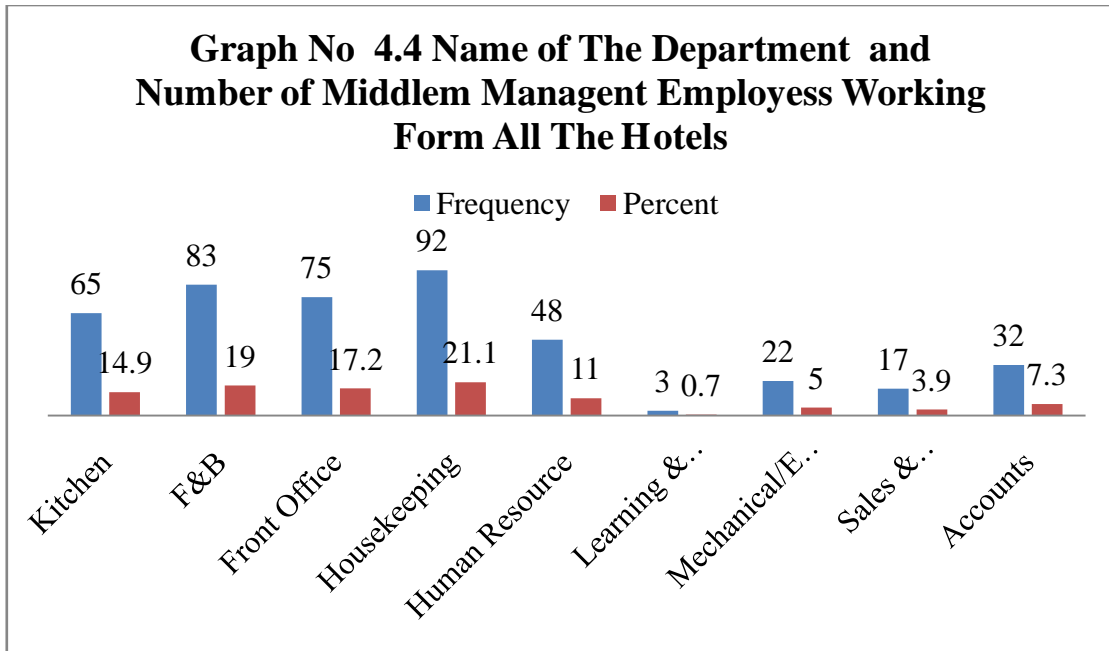
It is inferred that though the category of the hotel is the same which five-star hotels are. The number of middle management employees differs according to the organization and the size of the hotel. (Refer graph no. 4.3)



(Source: Primary Data)

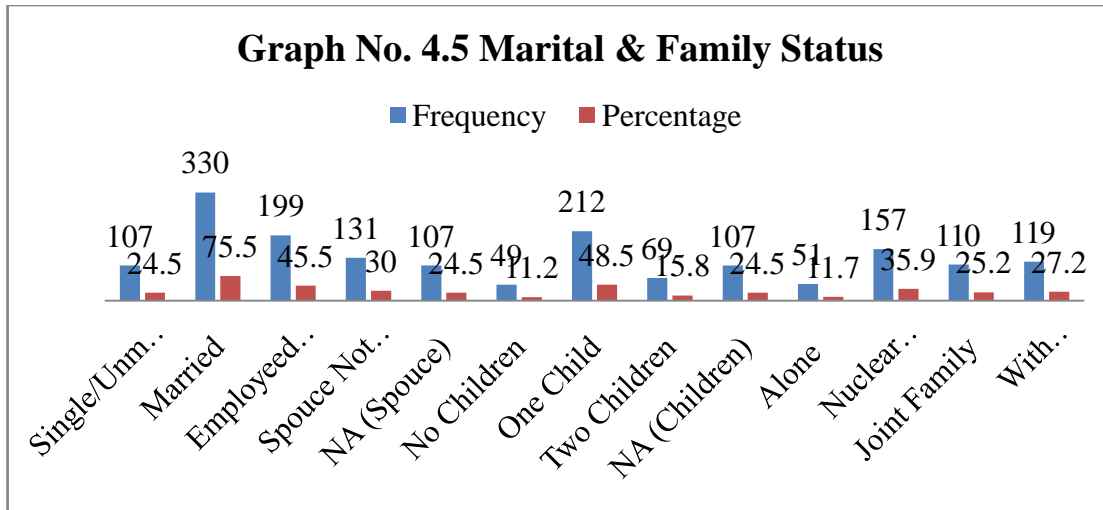
4.4.1.4 Name Of The Department And Number Of Middle Management Employees Working From All The Hotels

Out of total respondents which are 437 from all the five star hotels majority of the respondents are from the housekeeping department (92) followed by the food and beverage department (83), followed by the front office (75), followed by the kitchen (65), Human Resource (48), Accounts (32), Engineering (22), Sales and Marketing (17), Learning and development (3) Same thing can be seen in Graph no. 4.4.



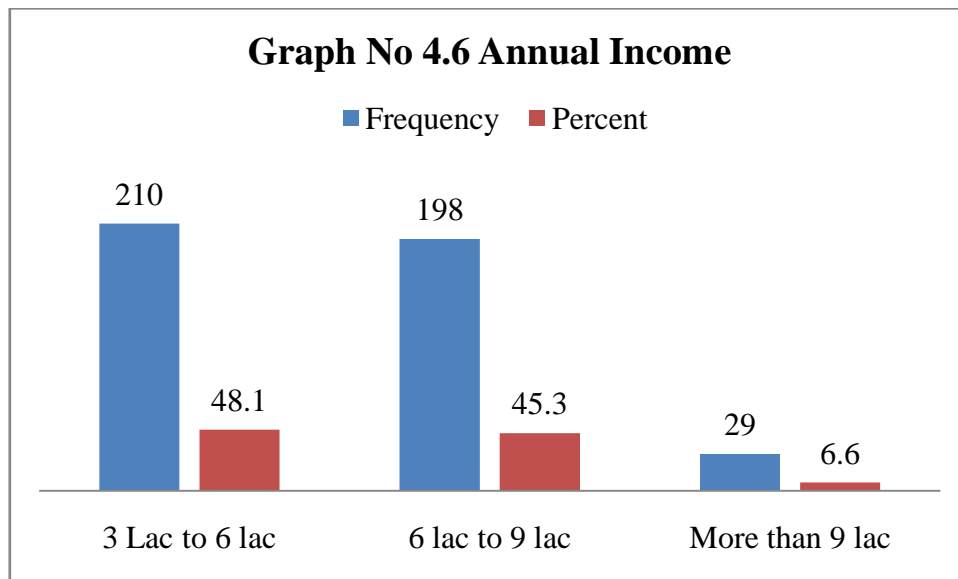
(Source: Primary Data)

4.4.1.5 Marital and Family Status: It is inferred that out of 437 total respondent's majority of respondents which is 75.5% are married. In those 170 male respondents are married and 160 female respondents are married. These mean respondents who are working at the five-star hotels in Pune city at the middle management level are married between the ages of 21 to 30. It has been observed that out of 437 total respondents' that comes to 45.5% of Respondents spouses are working. 48.5% have children that mean they have depended on them. 35.9% of respondents are living in a nuclear family. (Refer Graph No. 4.5)



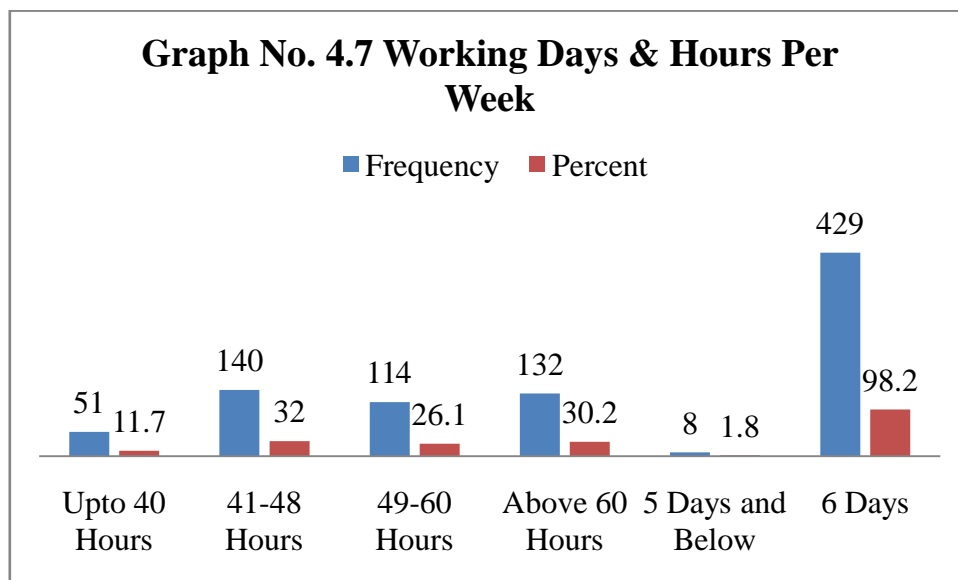
(Source: Primary Data)

4.4.1.6 Annual Income: 48.1% of respondents' annual income is between 3 Lac to 6 Lac. That means irrespective of the hotel brand they offer the same salary range to the middle management level that means the salaries of the middle management employees are competitive in the market. (Refer graph no. 4.6)



(Source: Primary Data)

4.4.1.7 Working Days in a Week and working hours per week: 98.2% are working 6 days of the week. 56.29% are working between 49-60 hours of the week irrespective of the hotel and the department that they are working. (Refer Graph no. 4.7)



(Source: Primary Data)

Graph No: 4.7 Working Days in a Week and working hours Per Week

4.4.1.8 Are you working in the hotel industry from the beginning of your career: it was found through the data 98.6% started their career in the hotel industry

4.4.1.9 Total working experience in hotels: 95.42% has total work experience of 5 to 11 years working in the hotel industry not only in the five-start category but from other categories of the hotels also.

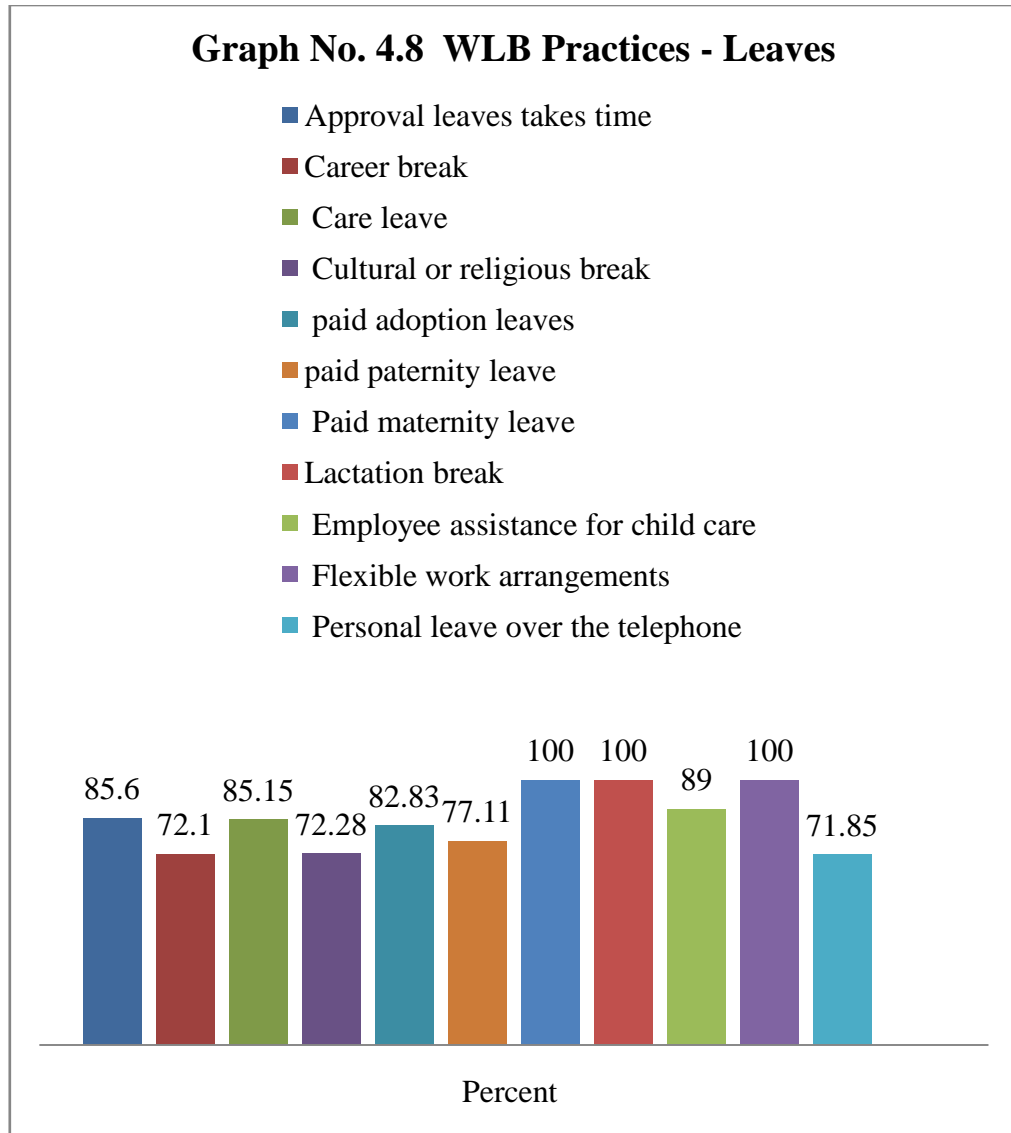
4.4.1.10 Current experience with this organization as a supervisor: 90.6 1% are working as supervisors in their respective hotels for 7 years.

4.4.1.11 Education & Stream of Education: 83.3% working as middle management are graduated irrespective of the hotels that they are working and 86.5% are from the hotel management stream.

4.4.1.12 your current work status: 99.5% of respondents are permanent irrespective of the hotels that they are working in. There is no casual or seasonal staff working at the middle management level.

4.4.1.13 Work-Life Balance Practices Leave

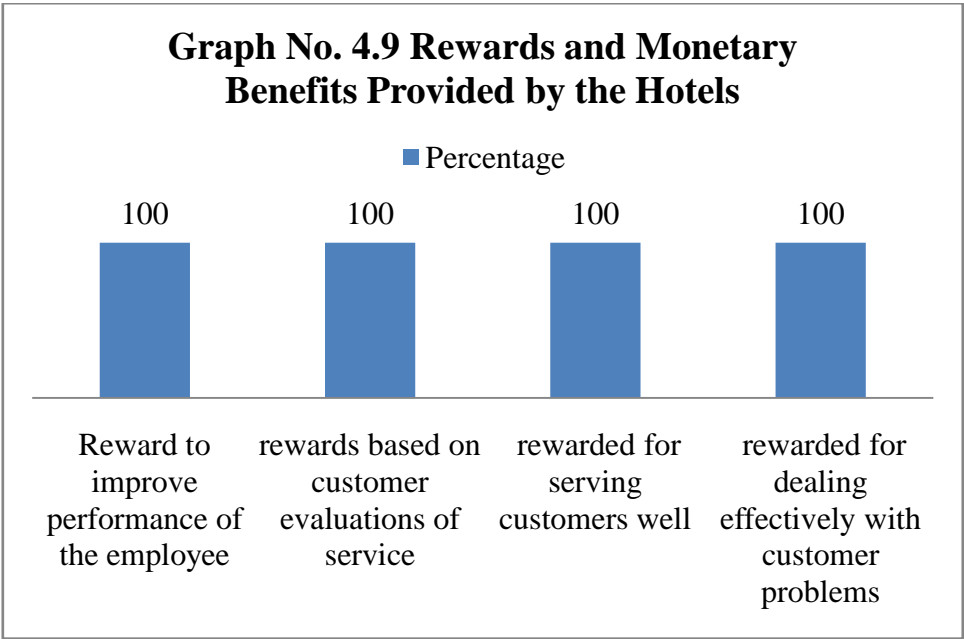
- It has been observed that 85.6% of respondents say approval of leaves takes time more than required.
- 72.1% says hotels do not provide a career break
- 85.15 respondents said hotels never provide care leave.
- 75.28% of respondents said hotels do not provide a cultural or religious break.
- 82.83% of respondents said hotel never provides paid adoption leaves.
- 77.11% of respondents said the hotel never provides paid paternity leave.
- 100% of respondents said hotels provide maternity leave.
- 100% said the organization provide lactation break.
- 89% of respondents said hotels provide child care assistance.
- 100% said hotels do not provide flexible work arrangements irrespective of the hotel that they are working at.
- 71.85% of respondents said hotels do not sanction personal leave over the telephone irrespective of the hotel that they are working. (Refer graph no. 4.8)



(Source: Primary Data)

4.4.1.14: Rewards and Monetary Benefits

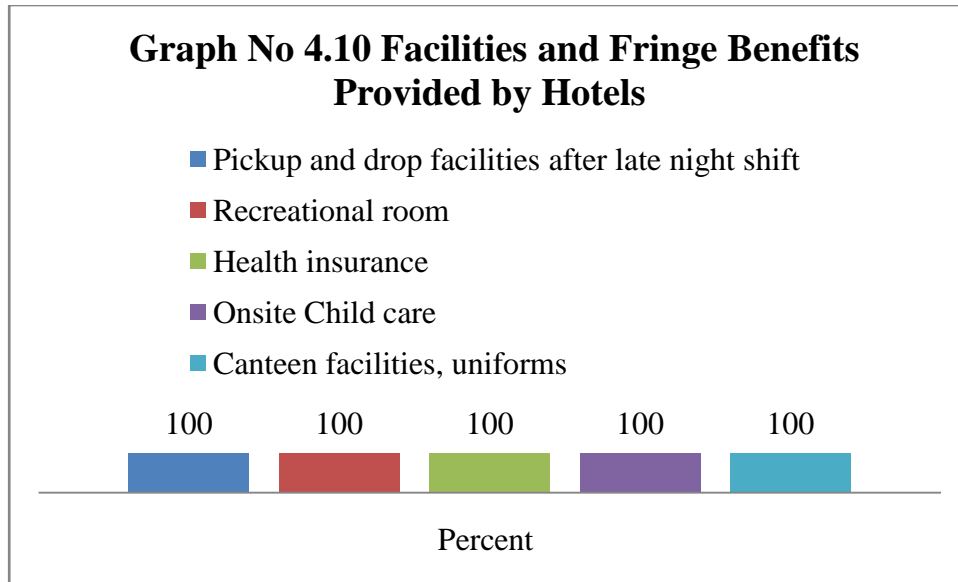
- 100% of respondents said the organization follows a reward system to improve the performance of the employee irrespective of the hotel that they are working in.
- 100% of respondents said that they receive rewards based on customer evaluation of service.
- 100% of respondents said that employees are rewarded for serving the customer well.
- 100% of respondents said that employees are dealing effectively with customer problems. (Refer graph no. 4.9)



(Source: Primary Data)

4.4.1.15 Facilities & Fringe Benefits Provided by Hotels

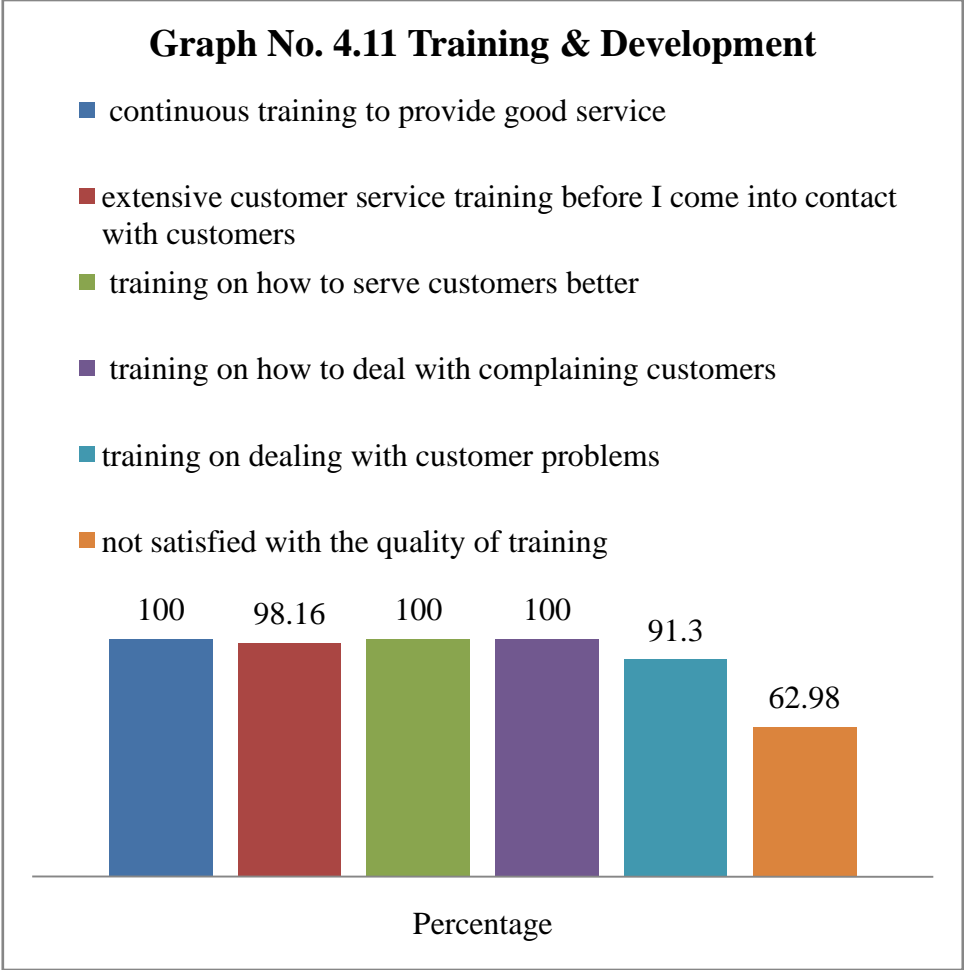
- 100% of respondents said that the hotel provides pick up and drop facilities after late-night shifts irrespective of the hotel and gender that they are working.
- 100% of respondents said hotels provide recreational rooms, and health insurance, canteen and uniforms.
- 100% of respondents said hotels do not provide onsite child care. (Refer graph no. 4.10)



(Source: Primary Data)

4.4.1.16 Training and Development

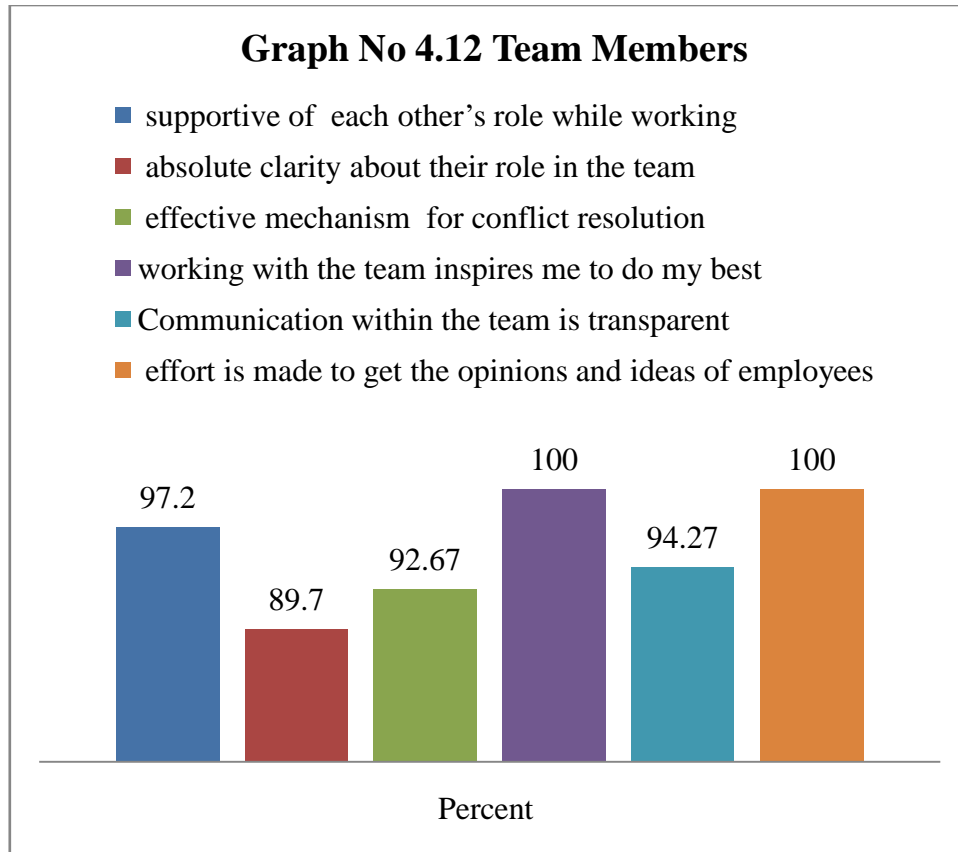
- 100% of respondents said that they receive continuous training to provide good service.
- 98.16% of middle management employees receive extensive customer service training before coming in contact with the customer.
- 100 % of respondents said that they receive training on how to serve the customer better.
- 100% of middle management employees receive training on how to deal with complaining customers irrespective of the hotel that they are working.
- 91.30% respondents said that they receive training on dealing with customer problems.
- 62.98% of respondents said they are not satisfied with the quality of training that they receive irrespective of the hotel that they are working. (Refer graph no. 4.11)



(Source: Primary Data)

4.4.1.17 Team Members

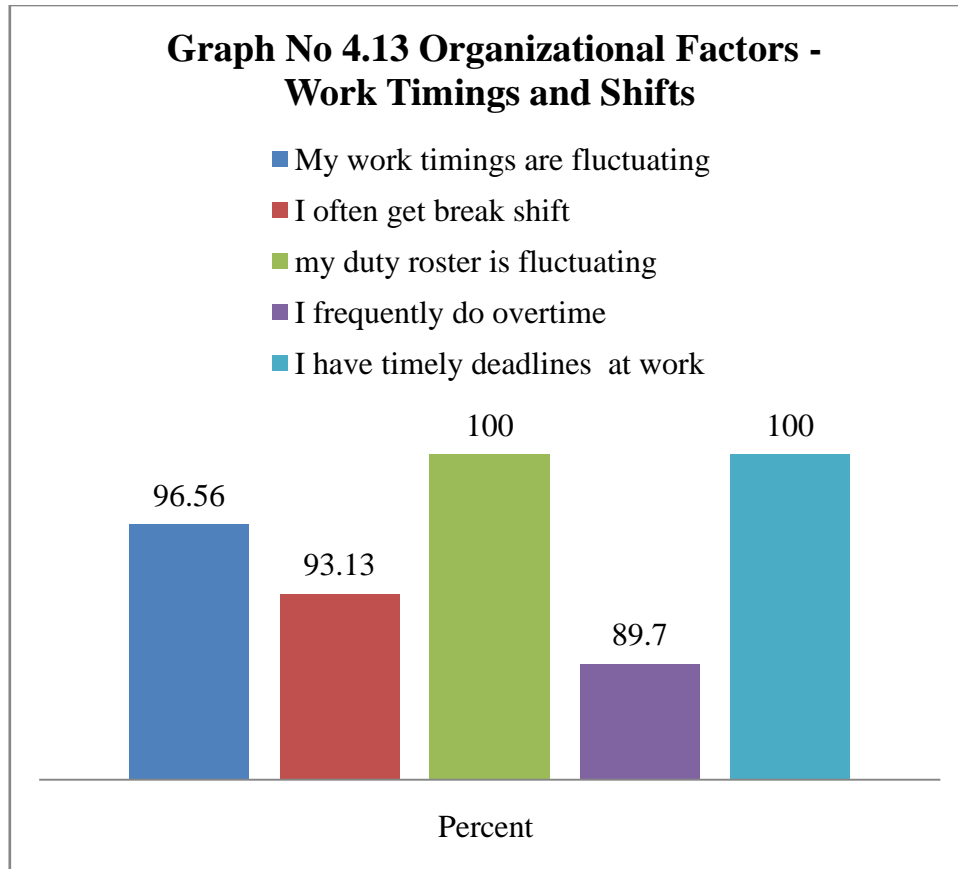
- 97.2% of respondents said that their team members are supportive of each other’s role while working.
- 89.70% of respondents said their team members have absolute clarity about their role in the team.
- 92.67% of respondents said there is an effective mechanism within the team to resolve the conflicts.
- 100% of respondents working with the team inspires to their best.
- 94.27% of respondents said they have transparent communication within the team.
- 100% of respondents said there are sufficient efforts made to get the opinions and ideas of employees. (Refer graph no. 4.12)



(Source: Primary Data)

4.4.1.18 Organizational Factors Work Timings and Shifts

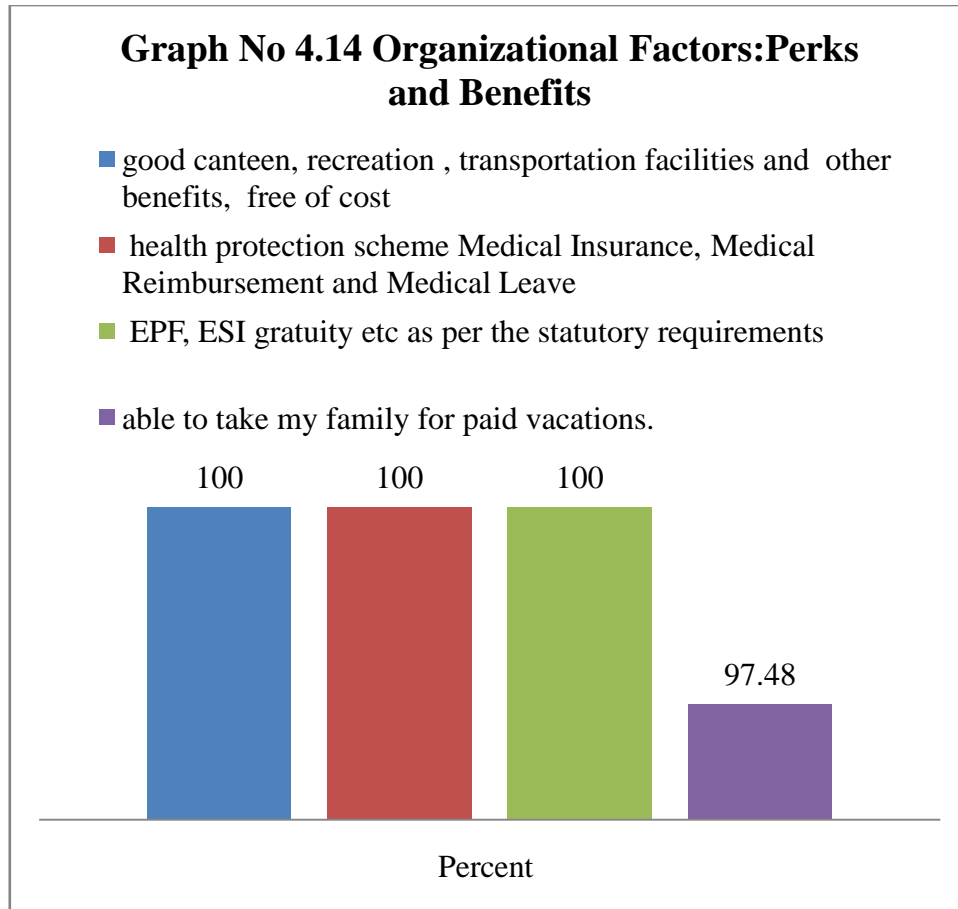
- 96.56% of respondents said their work timings are fluctuating.
- 93.13% of respondents said they often get break shifts.
- 100% of respondents said that their duty rosters are fluctuating irrespective of the hotel that they are working.
- 89.70% respondents are said that they are frequently doing overtime irrespective of the hotel that they are working.
- 100% of respondents said they have timely deadlines at work irrespective of the hotel that they are working. (Refer graph no. 4.13)



(Source: Primary Data)

4.4.1.19 Organizational factors: Perks & Benefits:

- 100% respondents said that hotels provide reasonably good canteen, recreation, transportation facilities and other benefits, health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave EPF, ESI gratuity etc. as per the statutory requirements to its employees free of cost irrespective of the hotel they are working.
- 97.48% of respondents said that as a perk of their job they can take the family for paid vacations irrespective of the hotel they are working. (Refer graph no. 4.14)

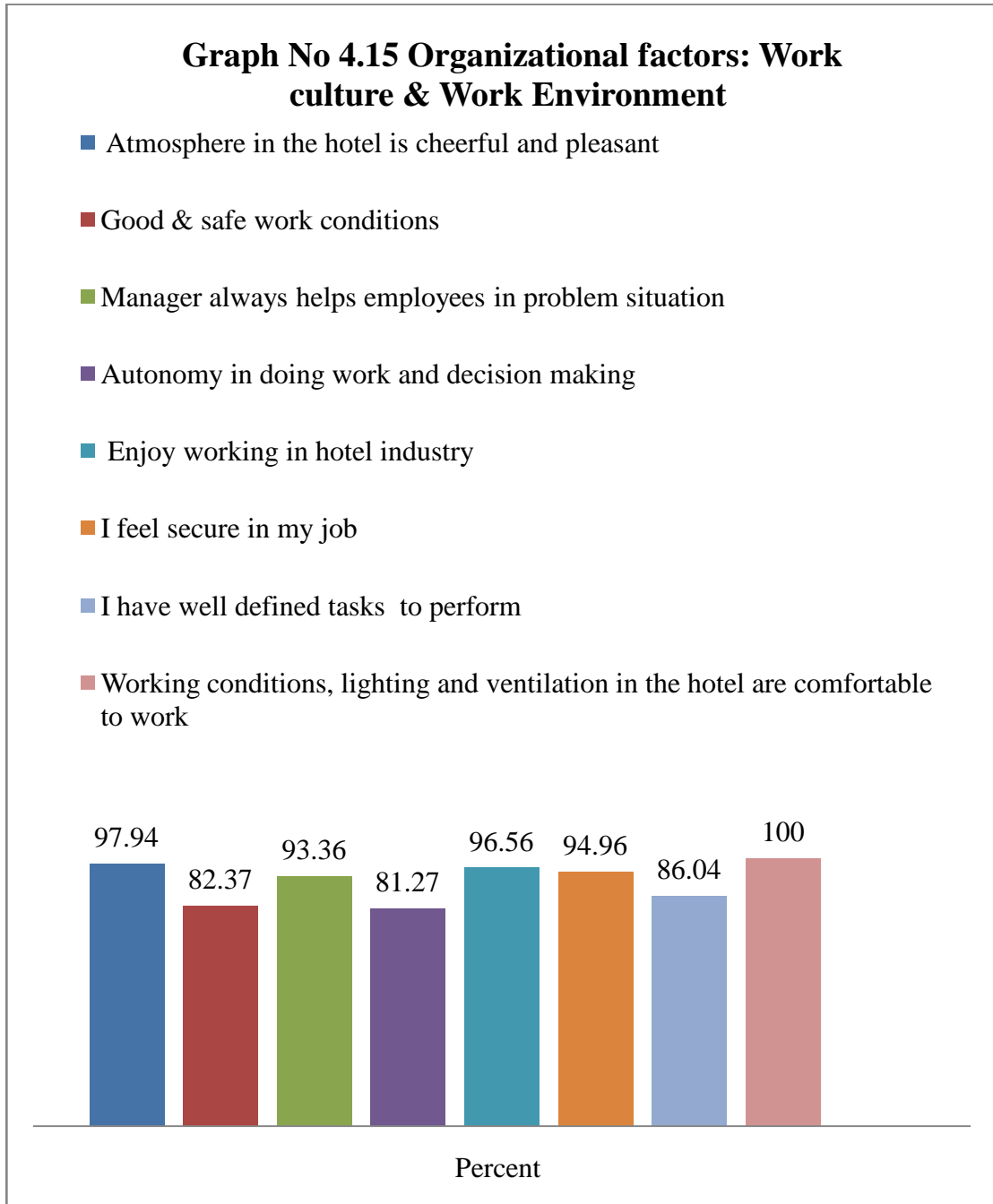


(Source: Primary Data)

4.4.1.20 Organizational factors: Work culture & Work Environment

- 97.94% of respondents the work atmosphere in the hotel is cheerful and pleasant irrespective of the hotel they are working in.
- 82.37% of respondents said that all the hotels provide good & safe work conditions
- 93.36% of respondents said that the hotel manager always helps employees in problem situations.
- 81.27% of respondents said that there is autonomy in doing work and decision making irrespective of the hotel they are working in.
- 96.56% respondents said that they enjoy working in the hotel industry.
- 94.96% of respondents said they feel secure in their job irrespective of the hotel they are working.

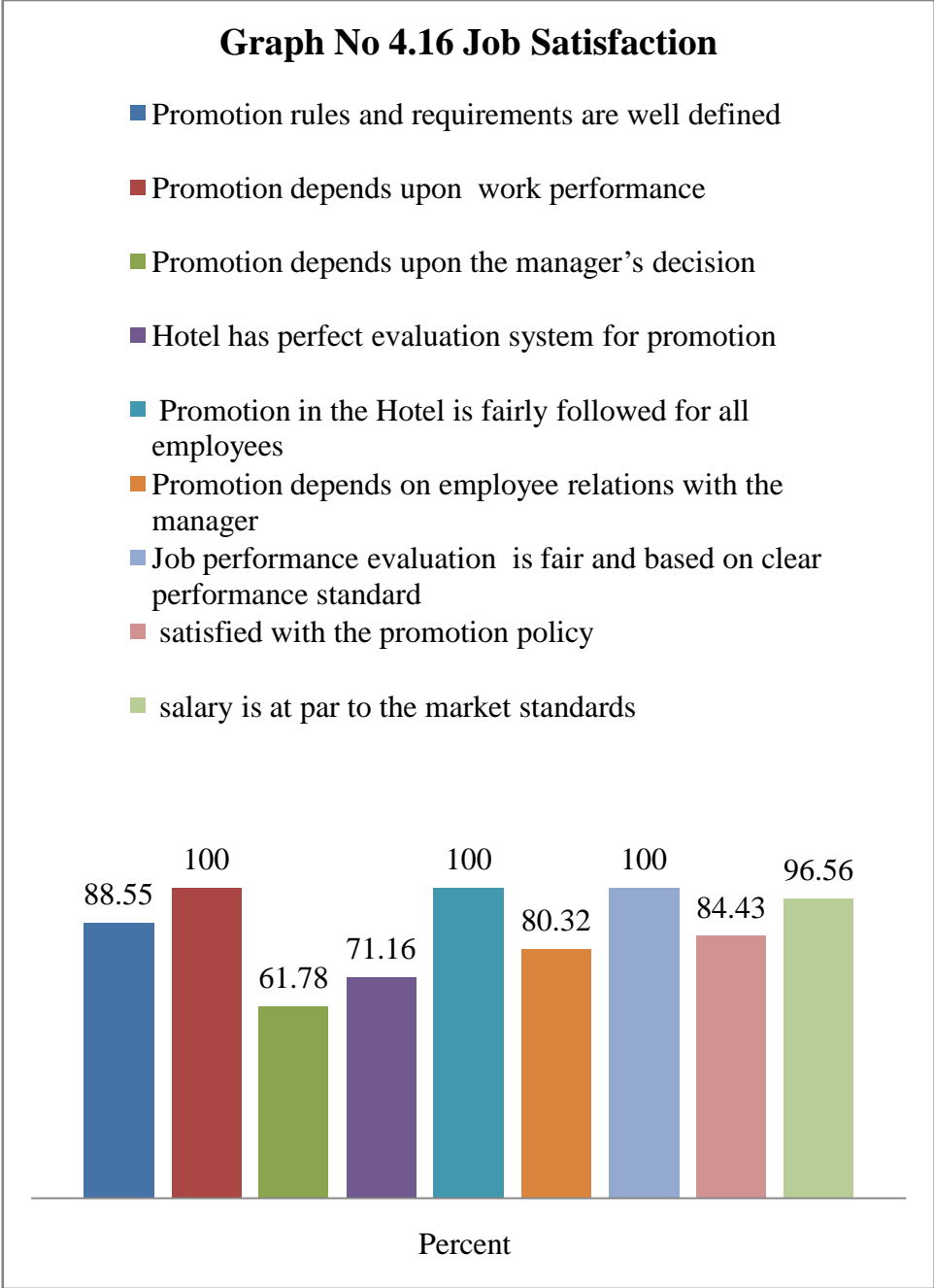
- 86.04% of respondents said they have a well-defined task to perform irrespective of the hotel they are working in.
- 100% of respondents said working conditions, lighting and ventilation in the hotel are comfortable to work. (Refer graph no. 4.15)



(Source: Primary Data)

4.4.1.21 Organizational factors: Job satisfaction

- 88.55% of respondents state that hotel promotion rules and requirements are well defined.
- 100% of respondents mention promotion depends upon employee's work performance.
3. 61.78% of respondents bring up that promotion depends upon the manager's decision irrespective of the hotel they are working.
- 71.16% of respondents reveal that the hotel has a perfect evaluation system for promotion irrespective of the hotel they are working
- 100% of respondents said that procedure of the promotion in the hotel is fairly followed for all employees irrespective of the hotel they are working in.
- 80.32% of respondents disagree that promotion depends on employee relations with the manager irrespective of the hotel they are working in.
- 100% of respondent mentions that job performance evaluation done by their managers is fair and based on clear performance standards.
- 84.43% of respondents said that they are satisfied with the hotel's promotion policy.
- 96.56% of respondents somewhat agree that in the organization salary is at par with the market standards irrespective of the hotel they are working. (Refer graph no. 4.16)

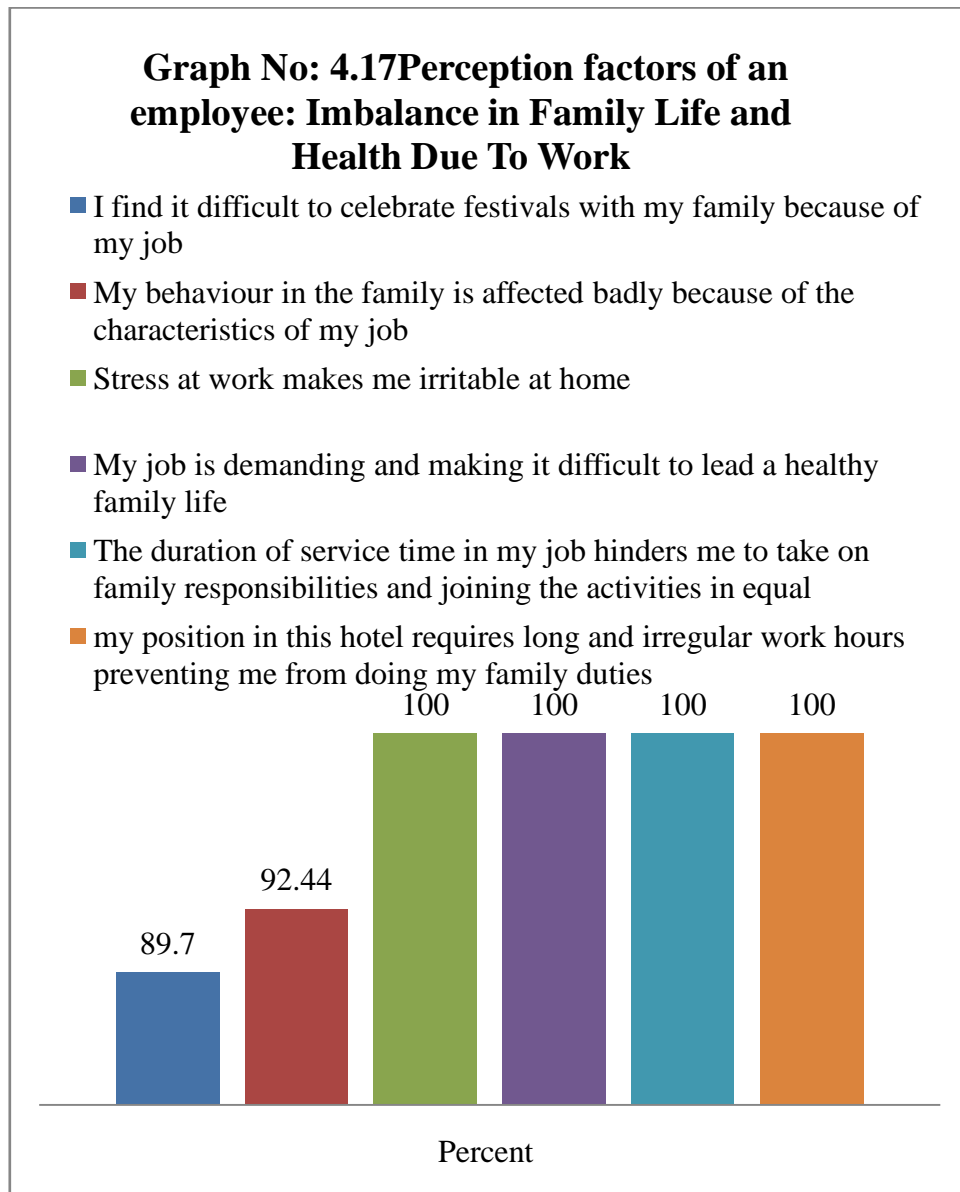


(Source: Primary Data)

4.4.1.22 Perception factors Imbalance in Family Life and Health Due to the work

- 89.70% of respondents find it difficult to celebrate festivals with their families because of their job.
- 92.44% of respondents come across that their behavior in the family gets affected badly because of the characteristics of the job.
- 100% of respondents feel that stress at work makes them irritable at home.

- 100% of respondents feel due to a demanding job it makes them difficult to lead a healthy family life.
- 100% of respondent’s experience that the duration of service time in their job hinders them to take on family responsibilities and joining the activities in equal irrespective
- 100% respondents said often because of their position in the hotel they require long and irregular work hours preventing them from doing their family duties. Irrespective of the hotel they are working in. (Refer graph no. 4.17)



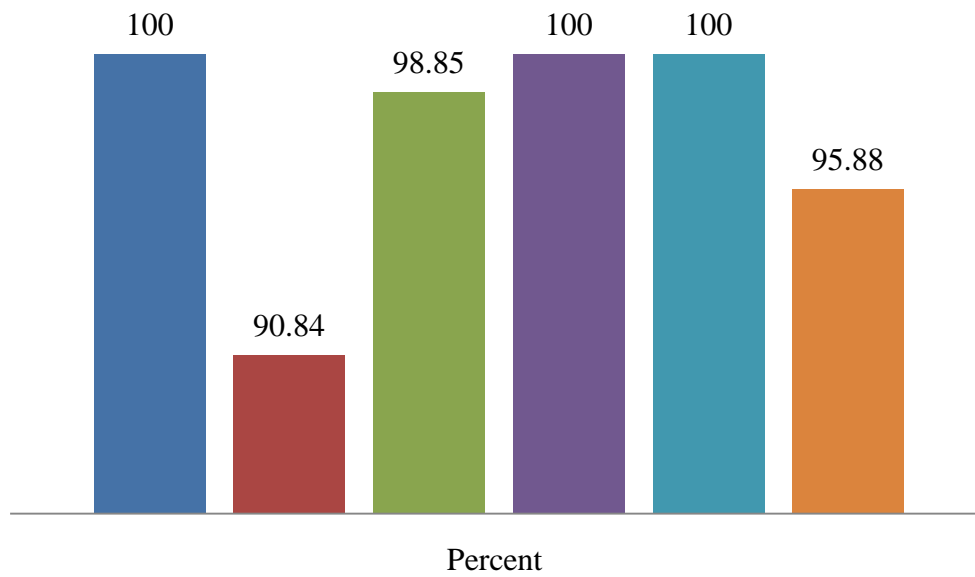
(Source: Primary Data)

4.4.1.23 Experiential Factors – Imbalance in Health Due to the work

- 100% respondents find it difficult to get adequate sleep most of the nights
- 90.84% respondents find it difficult to feel relaxed and comfortable when they are at home.
- 98.85% of respondents find it difficult to manage time to exercise, eat properly and keep themselves healthy.
- 100% of respondents feel anxious or upset because of what is happening at work.
- 100% of respondents find it hard to relax and just do nothing, even when they are away on holiday.
- 95.88% of respondents start their day tired irrespective of the hotel they are working at.
(Refer graph no. 4.18)

Graph No 4.18 Experiential Factors: Imbalance in Family Life and Health Due To Work

- difficult get adequate sleep most nights
- difficult to feel relaxed and comfortable when at home
- difficult to manage time to exercise, eat properly and keep myself healthy
- feel anxious or upset because of what is happening at work
- hard to relax and just do nothing, even when away on holiday
- start day tired



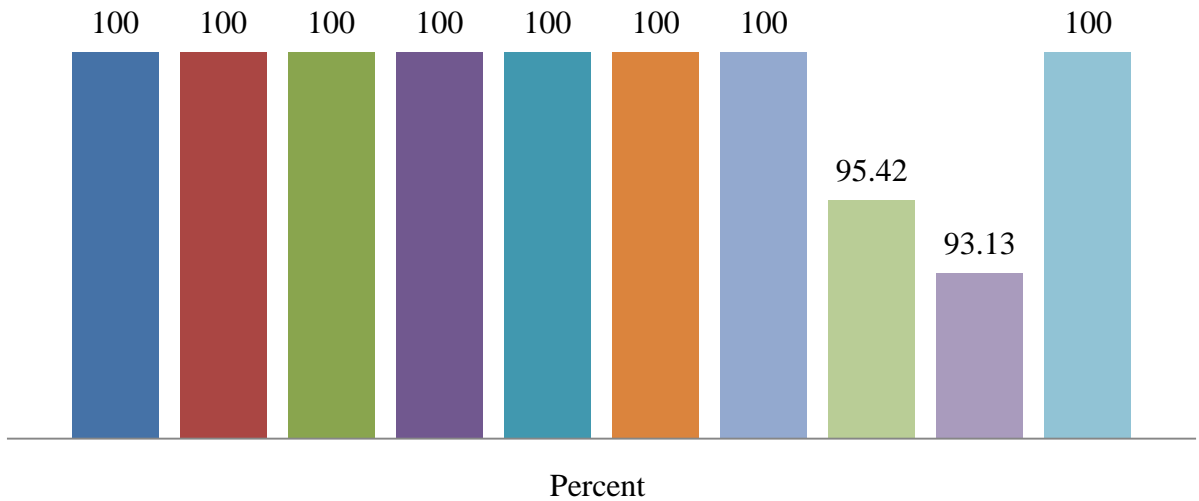
(Source: Primary Data)

4.4.1.24 Personal Factors: Imbalance in Work-life Due to the family

- 100% of respondents talk about they find it difficult to reach on time to work due to family duties.
- 100% of respondents said due to stress& strain at the home employee is not able to separate work and family issues to maintain harmony at work irrespective.
- 100% of respondents point out that an emergency in the family affects their concentration at work.
- 100% of respondent's state that it is difficult for an employee's family to understand his/her works demands which impact their family relationship.
- 100% of respondents bring up that due to unforeseen circumstances at home employees sacrifice his/her duties at work.
- 100% of respondent's mentions that they find it difficult to enjoy their social engagements without hampering their work commitments.
- 100% respondents normally exceed the amount of leave that they are eligible to take in a year due to family responsibilities irrespective of the hotel they are working and demographics
- 95.42% respondents find it difficult to give ample time to their friends without hampering their work timings.
- 93.13% of respondents find it difficult to give ample time to their family without hampering their work timings irrespective of the hotel they are working and demographics.
- 100% of employees cannot concentrate on their work due to the dependent care issue at home. (Refer graph no. 4.19)

Graph No 4.19 Personal factors: Imbalance in work life due to Family

- difficult to reach on time to work due to family duties
- Due to stress& strain at home not able to separate work and family issues in order to maintain harmony at work place
- An emergency in family affects my concentration at work
- difficult for Family to understand work demands which impacts family relationship
- unforeseen circumstances at home I sacrifice my duties at work
- difficult to enjoy social engagements without hampering work commitments
- normally exceed the amount of leave eligible to take in a year due to family responsibilities
- difficult to give ample time to friends without hampering my work timings
- difficult to give ample of time to my family without hampering my work timings
- cannot concentrate on work due to the dependent care issues at home.

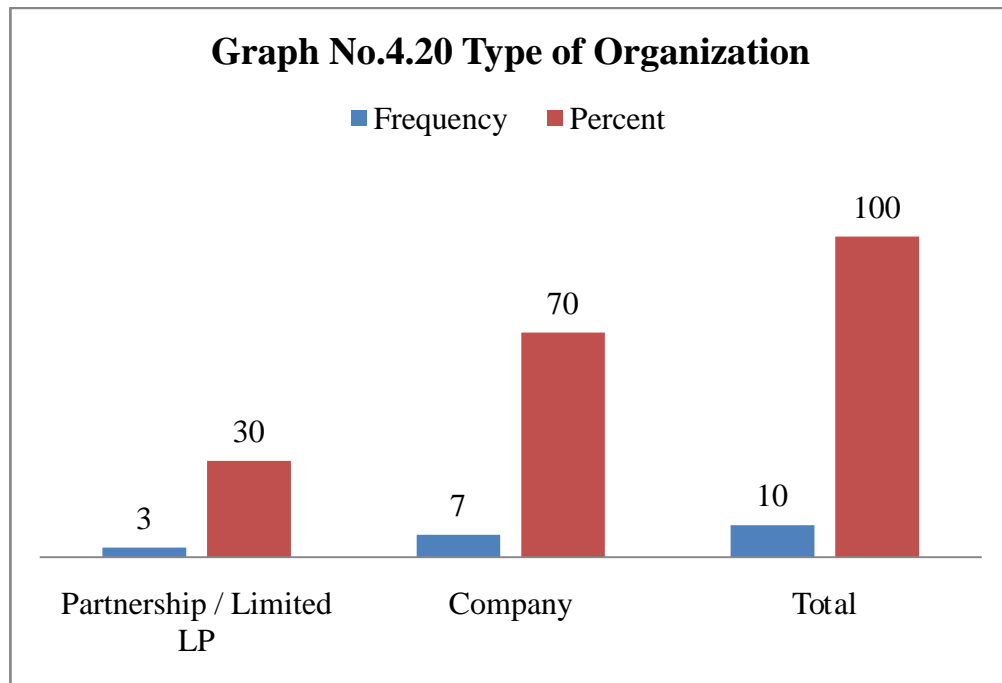


(Source: Primary Data)

4.2 Findings for Human Resource Questionnaire

4.2.1 Hotel Demographics

- There are 10 five-star hotels located in Pune city out of which 70% are a company owned and 30% are part of the multinational hotel chain groups. The number of middle management employees working depends upon the size of the hotel. It ranges from 10 to 75 employees. (Refer graph no. 4.20)



(Source: Primary Data)

4.2.2 Recruitment, selection Method

90% of hotels follow the internal and external for recruitment method such as recommendation, notice board, labor union, newspaper, campus recruitment, agency, hotel website.

4.2.3 Performance appraisal method name and duration is used by the Organization

50% of hotel has there on performance appraisal system. 5 hotels do twice a year and 50% once a year.

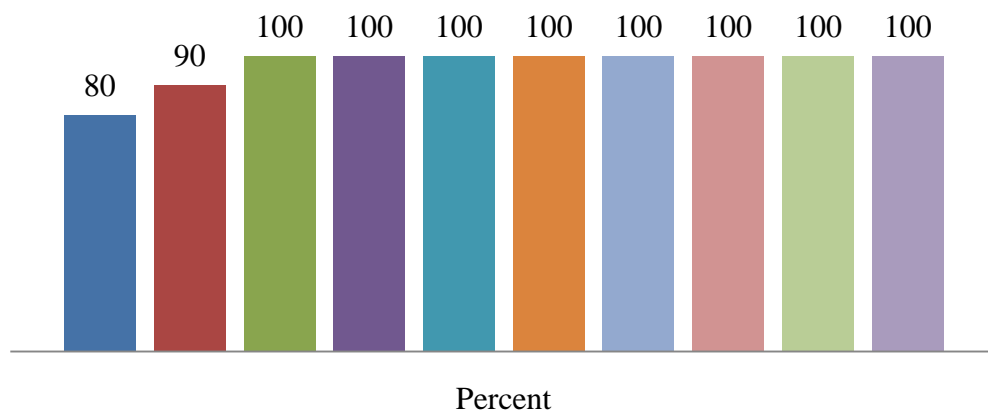
4.2.4 Work-life Balance Practices followed in the organization Leave

- 80% organization does provide care leave.
- 90% of organization does provide career break.
- 100% of organizations do not provide cultural or religious breaks.
- 100% of organization has policies for pregnancy and parenting.
- 100% of hotels agree that organization provides paid paternity leave.
- 100% hotels do not provide paid adoption leave.
- 100% hotel provides paid maternity leave.
- 100% of hotels provide lactation break.
- 100% of hotels assist child care.
- 100% of hotels do not or allow or sanction Personal leave over the telephone.

(Refer graph no. 4.21)

Graph No 4.21 Work-Life Balance Practices Leave

- Hotels do provide care leave
- Hotels do provide career break
- Hotels do not provide cultural or religious break
- Hotel has Policies for pregnancy and parenting
- Hotels do provide paid paternity leave
- Hotels do not provide Paid adoption leaves
- Hotels do provide Paid maternity leave
- Hotels do provide Lactation break
- Hotels do provide employee assistance for child care
- Hotels do not allow or sanctions personal leave over the telephone



(Source: Primary Data)

4.2.5 Rewards

100% hotels follow Reward system to improve performance of the employee.

100% hotels give the employee rewards based on customer evaluations of service

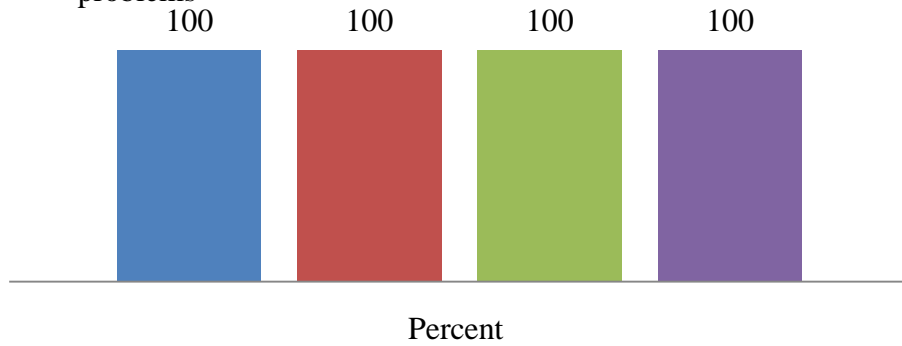
100% hotels reward the employees for serving customers well

- 100% hotels reward the employees for dealing effectively with customer problems.

(Refer graph no. 4.22)

Graph No 4.22 Rewards

- Does organization follow Reward system to improve performance of the employee
- Employee receives rewards based on customer evaluations of service
- Employees are rewarded for serving customers well
- Employees are rewarded for dealing effectively with customer problems



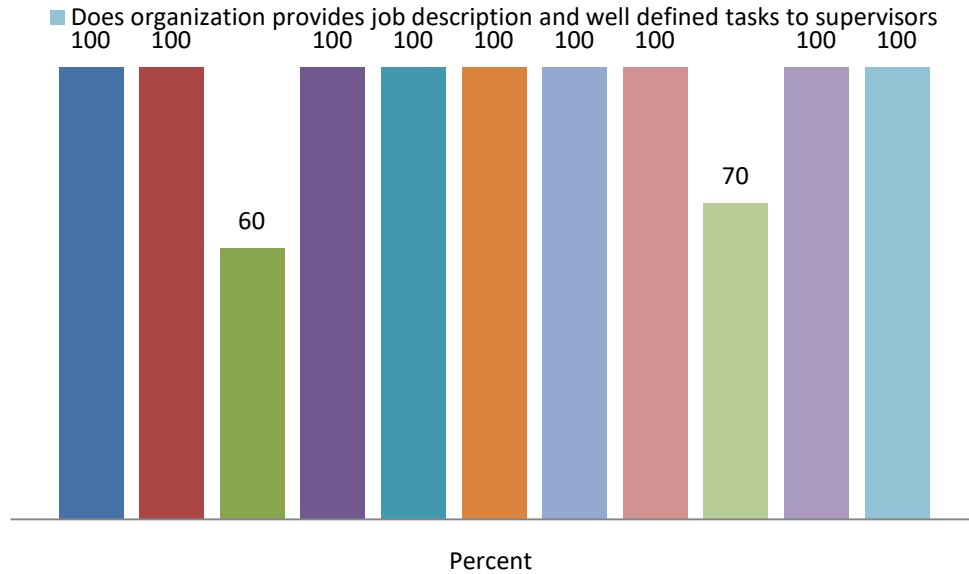
(Source: Primary Data)

4.2.6 Recruitment and Selection

- 100% of hotels employees are fully aware of the nature and responsibilities of the job at the time of submission of application.
- 100% of hotels said that employees are fully aware of the monetary packages at the time of joining.
- 60% of hotels mentioned that employees are aware of the promotion and career advancement opportunities at the time of submission of application.
- 100% of hotels state that the recruitment policy in our organization is effective and transparent.
- 100% of hotels point out that their selection procedure followed in the organization is fair and equitable.
- 100% of hotels declare that there is an efficient reference checking system in your organization
- 100% of hotels said in the organization HR managers participate in the selection Process.
- 100% of hotels mention that the selection system in the organization is capable selects the desired candidates.
- 70% hotel state that organizations have adequate manpower in peak seasons.
- 100% of hotels state selected for the job need to pass through training, and induction.
- 100% of organization provides a job description and well-defined tasks to supervisors.
(Refer graph no. 4.23)

Graph No 4.23 Human Recourse WLB policies - Recruitment and selection

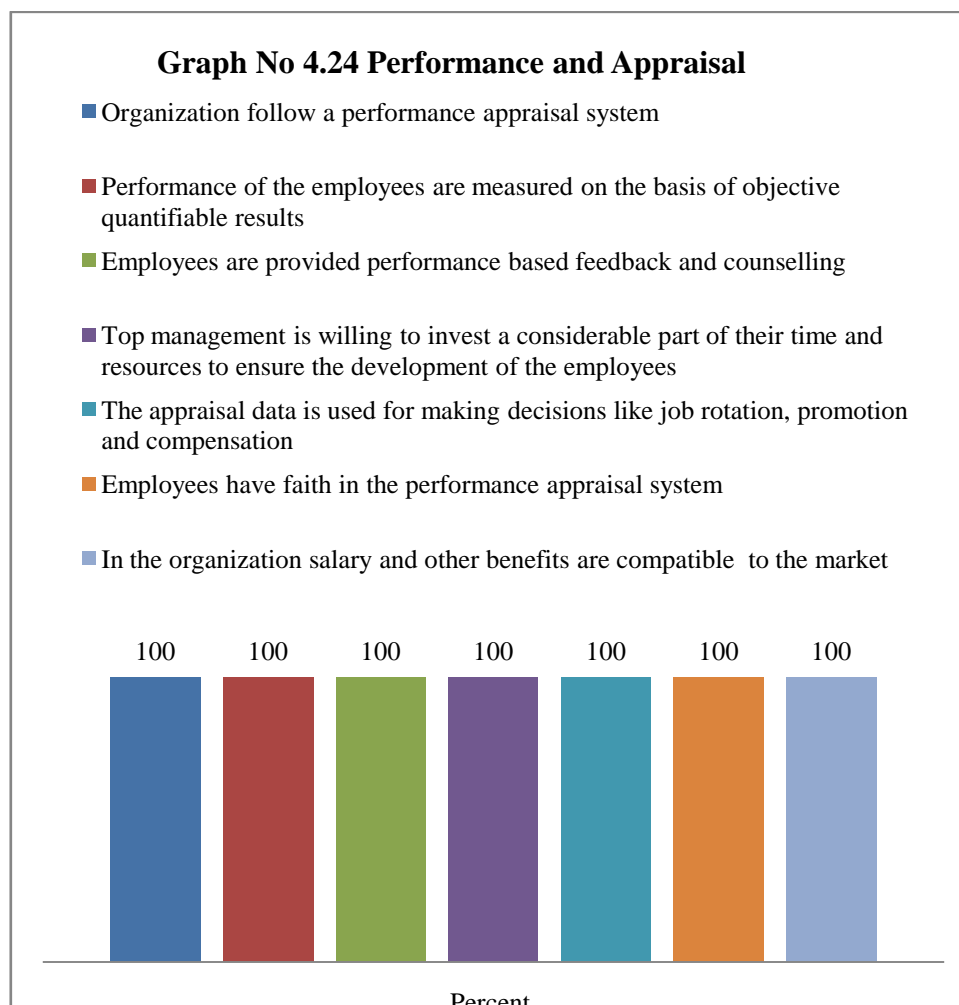
- Employees are fully aware of the nature and responsibilities of the job at the time of submission of application
- Employees are fully aware of the monetary packages at the time of joining
- Employees are aware of the promotion and career advancement opportunities at the time of submission of application
- The recruitment policy in our organization is effective and transparent
- The selection procedure followed in the organization is fair and equitable
- There is an efficient reference checking system in your organization
- In the organization HR managers participate in selection Process
- Selection system in the organization is capable selects the desired candidates.
- Does organization have adequate manpower in peak seasons
- Everyone selected for the job needs to pass through training. and induction
- Does organization provides job description and well defined tasks to supervisors



(Source: Primary Data)

4.2.7 Factors influencing HR WLB Policies Performance and Appraisal

- 100% of hotels follow a performance appraisal system, performance of the employees is measured based on objective quantifiable results, employees are provided performance-based feedback and counseling.
- 100% of hotels said their top management is willing to invest a considerable part of their time and resources to ensure the development of the employees.
- 100% hotels mention that appraisal data is used for making decisions like job rotation, promotion and compensation.
- 100% of employees have faith in the performance appraisal system.
- 100% of hotels state in the organization salary and other benefits are compatible to the market. (Refer graph no. 4.24)



(Source: Primary Data)

4.2.8 Facilities & Fringe Benefits

- 100% hotels provide reasonably good canteen recreation and transportation facilities, health protection scheme medical insurance, medical reimbursement and medical leave, EPF, ESI gratuity etc. as per the statutory requirements, counseling services, relocation and placement assistance pick up and drop facilities after a late-night shift to its employees free of cost.
- 100% hotels do not provide onsite child care.

4.2.9 Job security

- 100% of hotels points out that employee can expect to stay in the organization for as long as they wish, job security is almost guaranteed to employees in this organization, and if this company was facing economic problems, employees in this organization would be the last to get cut.

4.2.10 Empowerment and Satisfaction

- 100 % of hotel mentions that supervisors are empowered to solve customer problems; they are encouraged and allowed to handle customer problems by themselves, they do not have to get management's approval before they handle customer problems.
- 100% of hotels said supervisors have to take managers approval for monetary settlements like complimentary or service recovery.

4.2.11 Training and Development

- 100% of hotels mention that training needs are identified through a formal performance appraisal system; managers are involved in identifying the training needs; extensive customer service training at entry level before they came into contact with customers, continuous training to provide good service, how to serve customers better, how to deal with complaining customers, dealing with customer problems.
- 100% of hotels mention that employees are satisfied with the quality of training.

4.2.12 work culture and work Environment

- 100% of hotels point out that the work atmosphere in the hotel is cheerful and pleasant, they provide good & safe work condition lighting and ventilations comfortable to work, the manager always helps employees when in need, autonomy in doing work and decision making.
- 100% hotels mention that employee does not complain that the work is repetitive and monotonous.
- 100% hotels state that the employees often complain about the timing of work.
- 100% of hotels mention that the pay packages offered by the company are not fully matching with the workload/working hours.
- 70% of hotels mentions that employees in the organization are not overworked and under paid
- 100% of hotels give equal access to promotion and training development policies for their supervisors and managers.
- 100% of hotel mentions that employees experience job-related; stress and strain at work.
- 100% of hotels state grievance Redressal procedure prescribed in the company are well prepared.
- 100% of hotels mention there is informal communication between co-workers and subordinates during the rest hours of the organization.
- 100% of hotels state that supervisors participate in the decision making of the organization.
- 100% of hotels organizations provide a sense of security through honest communication and transparency about the company's health and long-term viability.

Chapter 5

Conclusions and Suggestions

After studying the data carefully researcher has arrived at the following conclusions and recommendations:

Conclusions & Suggestions

Conclusion 1

Work-life balance practices leaves: Achieving the work-life balance is a two-way procedure. Leaves play major role in work-life balance practices followed in the organization. Supervisors irrespective of their demographic, hotel and the department they are working in, approval of leaves takes time more than required. Employees are not aware about the leaves that they are entitled. All the hotel's supervisors are permanent. Hotels don't offer part-time jobs at these positions. The hotel rarely sanctions personal leave over the telephone irrespective of the hotel that they are working. It was also seen from the study that it is one of the most crucial factors of work life imbalance.

Conclusion 2

Rewards and Monetary Benefits: Hotels always follow a Reward system to improve the performance of the employee irrespective of the hotel that they are working in. These rewards are based on customer evaluation of service, for serving the customer well. The same questions were asked to human resource managers how they decide to reward the employees there was no discrepancy on this.

Conclusion 3

Facilities & Fringe Benefits Provided by Hotels: Hotels provide pick up and drop facilities after late-night shift irrespective of the hotels they are working and the gender. All the five-star hotels located in Pune city provide recreational rooms, health insurance, canteen facilities and uniforms but don't provide onsite child care. Facilities and fringe benefits based same questions were asked to the HR managers there was no disagreement.

Conclusion 4

Training and Development

It has been concluded that all the hotels do provide continuous and extensive training to supervisors on serving the customers for handling their problems. All the hotels identify training needs through a formal performance appraisal system and the managers are involved in identifying the training needs of the employees. There was disagreement on the satisfaction level of the training. All hotels' human resource managers said employees are satisfied with the quality of the training but employees responded exactly opposite they are not satisfied with the quality of training they go through irrespective of the hotel that they are working in. Dissatisfaction in training programmes may lead to poor job performance, low productivity, low morale, low motivation, less job satisfaction and imbalance in the quality of work life.

To support the objective one which is to find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city. hypothesis was formed and tested the hypotheses proves that the work-life balance practices such as leave, reward and monetary benefits, facility and fringe benefits and training and development are integral part of the organization work culture but there is a significant difference amongst respondent about human resource practices which helps in managing work life balance of middle management employees working at five-star hotels. The significant difference about following practices such as sanctions of leaves take time more than required, career breaks and care leaves, and religious break, paternity leave, assistance for child care, flexible work arrangements, sanctions of leave over the telephone. As well as there is significant difference amongst hotel human resource practice followed in five-star hotel difference practice such as care leave, career break, paid paternity leave, which means they are not commonly followed.

Conclusion 5

Personal Factors – Imbalance in Work-life Due to the family: It has been concluded that middle management employees irrespective of the department and hotels they find it difficult to reach on time to work due to family duties. Due to stress & strain at home supervisors are not able to separate work and family issues. An emergency in the family affects their concentration at work. It is difficult for an employee's family to understand his/her work demands which impact their family relationship. Due to unforeseen circumstances at home employees sacrifice his/her duties at work. They find it difficult to enjoy their social engagements without hampering their work commitments. They normally exceed the amount of leave due to family responsibilities irrespective of the family status such as marital, single, and living type such as joint, nuclear. They find it difficult to give ample time to their friends & families without hampering their work timings. Employee cannot concentrate on their work due to the dependent care issue at home irrespective of the hotel they are working with. To support the objective two which is study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in Pune city. a hypothesis was formed and tested the hypotheses proves that there is correlation amongst the variable of personal factors which helps in maintaining the work-life balance of the middle management employees but variables such as family responsibilities, stress caused by family responsibilities, spending time with friends, and social engagements are the dominate variables which affect the work-life balance of middle management employees

Conclusion 6

Organizational factors: All the middle management employees irrespective of the department and the hotel that they are working their work timings are fluctuating, they often get break shifts, their duty rosters are fluctuating, they are frequently doing overtime and they have timely deadlines at work. Therefore, it has been concluded that due to above said factors there is an imbalance in the work-life of the employees.

Conclusion 7

Organizational factors - Perks & Benefits

It has been concluded that all the five-star hotels in Pune city provide the following facilities free of cost - good canteen, recreation, transportation, health protection scheme, medical insurance, medical reimbursement and medical leave, EPF, ESI gratuity etc. as per the statutory requirement. Some hotels offer paid vacations for the employees with their families as part of their perks. It can be seen that employee benefits are well planned and followed in all the five-star hotels.

Conclusion 8

Organizational factors- Work culture & Work Environment

The work environment plays an important role to measure the success of the organization. It creates significant impact on employee performance. It has been concluded that the atmosphere in all five star hotels is cheerful and pleasant. Hotels provide good & safe work conditions like lighting and ventilation. Managers always help employees when they are in problem. Supervisors are self-sufficient in doing work and decision making. They enjoy working in the hotel industry. They feel secure in their jobs as they have well-defined task to perform. Employees don't complain about repetitive and monotonous work. But all the supervisors responded that employees often complain about their work timings. The pay packages offered by the company are in tandem with the workload and working hours. But hotel human resource managers replied that, employees in the organization are overworked and underpaid. All supervisors have equal opportunities of promotion. Supervisors do experience job-related stress and strain at work. The grievance redressal procedure is well prepared and prescribed. There is an informal communication between co-workers and subordinates during the rest hours of the organization. That means, there is a good bond between team members. It was often seen that hotels do consider the inputs of supervisory staff while making decisions as they face actual customers and scenarios themselves. All the hotels provide a sense of security through honest communication and transparency about the company's health and long-term viability.

To support the objective two which is study various personal and organizational factors that affect the work-life balance of Middle Management employees in five-star hotels in

Pune city. A hypothesis was formed and tested the hypotheses proves that there is correlation between organizational factors which helps in maintaining work-life balance of middle management employees working at five-star hotels but within the organization factors following variables affect the work-life balance of the middle management employees job satisfaction, promotion policies, work culture and work environment, work performance, break shifts.

Conclusion9

Recruitment and Selection: Recruitment and selection policies and processes are very important to achieve the organization planned goals. All the hotel's said employees are fully aware of the nature and responsibilities of the job at the time of submission of application. They are aware of the monetary packages at the time of joining, they are aware of the promotion and career advancement opportunities at the time of submission of application. All the hotels strongly agree that the recruitment policies in their organization are effective and transparent. All the selection procedures followed in the organization are fair and equitable. All the hotels have an efficient reference checking system; HR managers participate in the selection process. The selection system in the organization is capable of selecting the desired candidates. The organization has adequate manpower in peak seasons. Everyone selected for the job needs to pass through training and induction. The organization provides job descriptions and well-defined tasks to supervisors. Technically HR policies look sound and employee appointment and career advancement path is clearly mentioned to the employees at the time of joining.

Conclusion 10

Factors influencing HR WLB Policies: Performance and Appraisal: It has been concluded that all the hotels strongly agree that they follow a performance appraisal system. Performances of the employees are measured based on objective quantifiable results. Employees are provided performance-based feedback and counseling. Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees. The appraisal data is used for making decisions like job rotation, promotion and compensation. Employees have faith in the performance appraisal system. The salary and other benefits are compatible with the market.

Conclusion11

Job security: It has been concluded that all the hotel said employees' jobs are well-secured Employees can expect to stay in the organization for as long as they wish. If this company was facing economic problems, employees in this organization would be the last to get cut

To support the objective one which is to find out if work-life balance practices are an integral part of work culture with respect to Middle Management employees in five-star hotels in Pune city. A hypotheses was formed and tested the hypotheses proves that there is a significant difference amongst the Organizational Practices such as in recruitment and selection career advancement opportunities, adequate manpower in peak seasons, performance based feedback, data used or making decision like job rotation, promotion and compensation, salary and other benefits are compatible with market, counseling services for supervisors, onsite child care ,relocation and placement assistance, stay in the organization as long as they wish, if hotels are facing finical problem employees are last to get cut, empowered to solve customer problem, encouraged and allowed to solve customer problems by themselves, do not have to get mangers approval before they handle customer problems, extensive customer training before they come in contact with customer, continuous training to provide good service, training on how to serve customer better these are the factors which human resource manager believes can influence policy related to work life balance of the employees working at middle management level in five star hotels

Conclusion 12

Organizational factors: Job satisfaction – Job satisfaction is a key contributor in the achievement of quality of work-life according to the Herzberg two factor theory. A Job satisfaction is related to achievement at work, recognition at work, responsibility, growth and advancement at work these factors are also known as motivational factors. It has been concluded that promotion rules and requirements are well defined in all the five-star hotels. Promotion depends upon employee's work performance, and the hotel has a perfect assessment system for promotion this means Promotion is fairly followed in all the five-star hotels. But still, supervisors feel that that promotion depends on employee relations with the manager. On the contrary, supervisors point out that job performance evaluation

done by managers is fair and based on clear performance standards irrespective of the hotel they are working. Supervisors are satisfied with the hotel's promotion policy. In all the five-star hotels salary is at par with the market standards. All the hotel said Supervisors are empowered to solve customer problems. Supervisors are encouraged and are allowed to handle customer problems by themselves. Supervisors do not have to get management's approval before they handle customer problems but have to take managers approval for monetary settlements like complimentary or service recovery. Hence it can also be said that healthy work- life practices lead to job satisfaction which then reciprocates in rendering better quality output. To support the objective 3 which is to correlate work-life balance and job satisfaction of the Middle Management employees of five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that there is correlation between human resource practices which are leave, reward and monetary benefits, facility and fringe benefits, training and development helping in maintaining work life balance and contributing to the job satisfaction of middle management employees working at five-star hotels. Apart from training and development rest all the factors help in maintain job satisfaction.

Conclusion 13

Perception factors-Imbalance in Family and Social Life Due to Work: It has been concluded that because of characteristics of the job, supervisors find it difficult to celebrate festivals with their family and friends. Their behavior in the family is affected badly. Stress at work makes them irritable at home and it becomes difficult for them to lead a healthy social life. Their position in the hotel requires long and irregular work hours preventing them from doing their family duties and family responsibilities irrespective of the hotel they are working in. it was also seen that the quality of social life hampers negatively due to long working hours, odd working hours as well as unpredictable work schedules.

Conclusion 14

Experiential Factors – Imbalance in Health Due to Work: It has been concluded that supervisors find it difficult to get adequate sleep at night. They do not feel relaxed and comfortable when they are at home. They find it difficult to manage time to exercise, eat properly and keep themselves healthy. They feel anxious or upset because of what is happening at work and find it hard to relax and just do nothing, even when they are away on holiday. They start their day tired irrespective of the hotel they are working. To support the objective 4 this is to study the effect of work-life imbalance on family life and health of middle management employees of five-star hotels in Pune city. A hypothesis was formed and tested the hypotheses proves that there is There is correlation between human resource practices helping in maintaining work life balance & health and family life of middle management employees working at five-star hotels

Suggestion 1

Organization needs to stick with the standard operating procedure for the approval of leaves. There is a big discrepancy here about the Care leave, career break, paid adoption leaves and paid paternity leave. This means employees are not aware about their leaves so the human resources department needs to convey to their employees in detail about what kind of leaves they are eligible to take. The organization should start providing career breaks that will help to retain the employees. The hotel should provide the cultural break on regular basis. The hotel should start providing paid adoption leaves. Hotels should start providing child care assistance. It will be very helpful for the supervisors who are having children dependent on them. The organization should provide flexible work arrangements irrespective of the hotel that they are working. As in the hotel industry, it's a bit difficult to provide all types of flexible work arrangements as its service industry and characteristic is heterogeneity and inseparability therefore hotel can think of offering flexible time in duty rosters and part-time work, it has been implemented in hotels in abroad and Indian hotels can try to implement it for their employees.

Suggestion2

All the five-star may start providing the facility of onsite child care or bringing the child along at work for time being till government norms are relaxed for day care. Which will help all the employees in hotel irrespective of their status, this leads to mental and psychological stability especially employees who have care issue of children as according to the border theory employees have a hard time to separate the thought about home responsibilities and work, they spill over in both sides, providing onsite child care may enhance the concentration of the employees at work.

Suggestion 3

Hotel needs to take cognizance about these training programmes, and must take honest feedback of every training session that they arrange and evaluate the feedback without any prejudice. This may improve the quality of the training programmes and well-trained employees will return value to the organization in terms of productivity; it reduces cost and gives greater organizational stability.

Suggestions 4

Every individual play multiple roles and every role expect an outcome, it is very difficult for the person to manage everything at all the times. Considering the nature of the service industry which is working in shifts and serving the customer with a smile all the time is at priority. To avoid the conflicts between the roles that individual play is a task. It can only be achieved through combining efforts from work, family, and friends. Value everyone's time and efforts, transparent communication, understanding each other and core competencies of the individual.

Suggestions 5

Hotel may plan the duty roster in adopting a few new techniques such as a staggering roster. Rather than traditional patterns, these types of duty rosters will help to plan the manpower in correct way which will avoid the long working hours and break shifts. The hotel may share duty roster options with entire staff which will help in reducing the perception of favoritism amongst other staff. The most experienced and skilled staff can be rostered during busy timings, this will reduce the load on the supervisors as in busy period supervisors often need to fill the gap during busy time.

Suggestion 6

Promotion rules and related policies are very important for the long-term viability of the organization. Supervisor feels that promotion is based on the manager's decision, the organization must consider this. Hotels can implement more transparent performance appraisal system.

Suggestions 7

Hotels can arrange festival dinners for the supervisors with their family or family day at work. To avoid the irregular hours and fluctuation in shifts manage the manpower in the best possible way, like planning duty rosters, giving the right job to the right person so the burden is lesser. Track the stressors so that it will help to analyze the situation. Ask for help if needed at professional level. Communicate with family to avoid misunderstandings. Human resource may help in training supervisors to prioritize actions, thoughts and situations at the work place.

Suggestions 8

Supervisors need to learn how to draw the line between work-related issues. It's difficult as per the spillover theory employees often carry thoughts from home to work and work to home therefore; they have to take immense efforts to draw the boundaries between work thoughts and work-related issues. This can be controlled through meditation, relaxation, start working on hobbies and engage mind in the activities that helps to avoid the thoughts related work. Plan your day as much as possible one can. One can follow the schedule that one has planned this is important due to the nature of the hospitality industry is demanding and work 24 by 7.

Other Learning's -Team Members

Working in hotels is all about team efforts. If the team working fails the day to day running of the hotel will not be smooth. All the middle management level staff has an important task to manage the team, perform along with them while getting the job done. It has been concluded that all of the members are often supportive, they know their role and responsibility in the team, and they have transparent communication. There is a good system within the team to settle the conflict. Working with the team members motivates them to do their best. All The hotels make adequate efforts to get the opinions and ideas of team members.

Demographic of the Respondents

There are 10 Five-star hotels located in Pune city. They have been accredited five stars according to the ministry of the government of India and the Federation of Hotel and Restaurant Association of India. To understand the work-life balance of the supervisors working at five-star hotels located in Pune city. Demographics such as gender does not make any difference for imbalance in work and life, but respondents who are aged between 21 years to 31 years, who are married, their spouses are working, have children and live in nuclear family, they have imbalance in work-life. The majority of the supervisors have total work experience between 6 years to 11 years and the majority of them are graduated in hotel management. Their status of employment is permanent.

Future scope:

- Work- life balance can be studied for employees working at different level like top management, trainees, below supervisor and different type of hotel like 4 stars to 1star and different cities and states in India.
- Does imbalance in work- life lead to employee turn-over? Can be studied further
- Does imbalance in work – life changes employee mind to diversify form the hotel industry? Can be studied further.
- Physiological factors associated with work-life balance can be studied further.
- Theories of remuneration related to work-life balance can be studied further.
- Types of stress caused by imbalance in work-life can be studied further

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Appendix

Appendix - 1

Ph.D. Research for Tilak Maharashtra Vidyapeeth

“A Study on Work Life Balance of Middle Management Employees with Special Reference to Five Star Hotels in Pune City”.

Dear respondent,

Greetings of the day!

I, Aditi Madhav Joshi pursuing Ph.D. on topic “A study on work life balance of middle management employees with special reference to 5 star hotels in Pune city”

I earnestly request you to answer the research questions of my questionnaire it will be great help for my research.

The data collected through this questionnaire will be used strictly for research purpose only. The data will be kept confidential anonymous at all times and will not be used elsewhere. Data will be reported only as a collective combined total. Kindly provide the information requested below.

Thank you

Questionnaire for respondent

Q.1 Name

Q.2 Gender

Q.3 Age

Q.4 Name of the hotel that employee working in with Designation

Q.5 Name of the Department that you are working in

Q.6 Marital Status

Q.7 Spouse employment

Q.8 Number of children

Q.9 Living with Alone, Nuclear Family, Joint Family, With Dependents Other than Children

- Q.10 Annual Income Less than 3 Lakhs, 3 to 6 Lakhs, 6 to 9 Lakhs 3, More than 9
- Q.11 Working hours per week Up to 40, 45-48, 49-60, above 60
- Q.12 Number of days worked in a week 5 days and below, 6 days 7 days
- Q.13 Are you working in hotel industry from beginning of career Yes, No
- Q.14 Total working experience in hotels Up to 5 years, 6-10 years, 11-15 years, above 15 years
- Q.15 Experience with Current organization as supervisor 0-3 year,3-5 years,5-7 years,7-10 years, Above 10 years
- Q.16 Education under Graduate, Graduate, Post Graduate, Diploma
- Q.17 Stream of Education Science, Commerce, Hotel Management, Finance, MBA Other than Hotel Management
- Q.18 You are work status Permanent, Part Time, Seasonal /Casual
- Q.19 **Work-life balance Practices: Leave** (Always, Often, Sometimes, Rarely, Never)
- Q.19.1 Approval of leaves takes more time than required
- Q.19.2 Does organization provide Career break
- Q.19.3 Does organization provide Care leave
- Q.19.4 Does organization provide Cultural or religious break
- Q.19.5 Does organization provide paid adoption leaves
- Q.19.6 Does organization provide paid paternity leave
- Q.19.7 Does organization provide paid maternity leave
- Q.19.8 Does organization provide Lactation break
- Q.19.9 Does organization provide Employee assistance for child care
- Q.19.10 Does organization provide Flexible work arrangements
- Q.19.11 Does organization allows /sanctions Personal leave over the telephone
- Q.20 **Work-life balance Practices: Rewards and Monetary Benefits**(Always, Often, Sometimes, Rarely, Never)
- Q.20.1 Does organization follow Reward system to improve performance of the employee?
- Q.20.2 Employee receives rewards based on customer evaluations of service
- Q.20.3 Employees are rewarded for serving customers well
- Q.21 **Facilities & Fringe Benefits Provided by Hotels** (Always, Often, Sometimes, Rarely, Never)

Q.21.1 Pickup and drop facilities after late night shift

Q.21.2 Recreational room

Q.21.3 Health insurance

Q.21.4 Onsite Child care

Q.21.5 Canteen facilities, uniforms

Q.22 **Training and Development** (Always, Often, Sometimes, Rarely, Never)

Q.22.1 I receive continuous training to provide good service

Q.22.2 I Receive extensive customer service training before I come into contact with customers

Q.22.3 I receive training on how to serve customers better

Q.22.4 I receive training on how to deal with complaining customers

Q.22.5 I receive training on dealing with customer problems

Q.22.6. I am satisfied with the quality of training

Q.23 **Team Members**(Always, Often, Sometimes, Rarely, Never)

Q.23.1 My team members are supportive to each other's role while working

Q.23.2 Team members have absolute clarity about their role in the team

Q.23.3 There is an effective mechanism within the team for conflict resolution

Q.23.4 working in the team inspires me to do my best

Q.23.5 Communication within the team is transparent.

Q.23.6 Sufficient effort is made to get the opinions and ideas of employees.

Q.24 **Organizational factors: Working Hours** (Strongly Agree, Agree, Somewhat Agree Disagree, strongly Disagree)

Q.24.1 My work timings are fixed

Q.24.2 I often get break shift

Q.24.3 My duty roster is fluctuating

Q.24.4 I frequently do overtime

Q.24.5 I have timely deadline to meet at work

Q25 **Perks and Benefits:** (Strongly Agree, Agree, Somewhat Agree Disagree, strongly Disagree)

Q.25.1 The organization provides reasonably good canteen recreation and transportation facilities other benefits to its employees free of cost

Q.25.2The Company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees.

Q.25.3The company provides benefits like EPF, ESI gratuity etc as per the statutory requirements

Q.25.4As a perk of my job I am able to take my family for paid vacations.

Q.26.Work culture & Work Environment (Strongly Agree, Agree, Somewhat Agree Disagree, strongly Disagree)

Q.26.1The work atmosphere in the hotel is cheerful and pleasant

Q.26.2The hotel provides good & safe work conditions

Q.26.3 The hotel manager always helps employees in problem situation

Q.26.4There is autonomy in doing work and decision making

Q.26.5I enjoy working in hotel industry

Q.26.6I feel secure in my job

Q.26.7I have well defined task to perform

Q.26.8Working conditions, lighting and ventilation in the hotel are comfortable to work

Q.27Job satisfaction (Strongly Agree, Agree, Somewhat AgreeDisagree, strongly Disagree)

Q.27.1Promotion rules and requirements are well defined in the hotel

Q.27.2Promotion depends upon employee's work performance

Q.27.3Promotion depends upon the manager's decision

Q.27.4Hotel has perfect evaluation system for promotion

Q.27.5 Procedure of the Promotion in the Hotel is fairly followed for all employees

Q.27.6Promotion depends on employee relations with the manager

Q.27.7Job performance evaluation done by my manager is fair and based on clear performance standard

Q.27.8I am satisfied with the hotel's promotion policy

Q.27.9In the organization salary is at par to the market standards

Q.28Perception factors of an employee: Imbalance in Family Life and Health Due To Work(Always, Often, Sometimes, Rarely, Never)

Q.28.1I am able to celebrate festivals with my family because of my job

Q.28.2 My behaviour in the family is affected badly because of the characteristics of my job

Q.28.3 Stress at work makes me irritable at home

Q.28.4 My job is demanding and making it difficult to lead a healthy family life.

Q.28.5 The duration of service in my job hinders me to take on family responsibilities and joining the activities in equal

Q.28.6 My position in this hotel requires long and irregular work hours preventing me from doing my family duties

Q.29 Part B= **Experiential Factors: Imbalance in Family Life and Health Due To Work**
(Always, Often, Sometimes, Rarely, Never)

Q.29.1 I get adequate sleep most nights

Q.29.2 I feel relaxed and comfortable when I am at home

Q.29.3 I find time to exercise, eat properly and keep myself healthy

Q.29.4 I frequently feel anxious or upset because of what is happening at work

Q.29.5 I find it hard to relax and just do nothing, even when I am away on holiday

Q.29.6 I start my day tired

Q.30 **Personal factors** (Strongly Agree, Agree, Somewhat Agree, Disagree, strongly Disagree)

Q.30.1 My family life allows me to get to work on time

Q.30.2 Due to stress & strain at home I am not able to separate work and family issues in order

to maintain harmony at work place

Q.30.3 An emergency in family may affect my concentration at work

Q.30.4 My Family does not understand my work demands which impacts on my family relationship

Q.30.5 Due to unforeseen circumstances at home I sacrifice my duties of work place.

Q.30.6 I can always enjoy my social engagements without hampering my work commitments

Q.30.7 I normally have to exceed the amount of leave I am eligible to take in a year

Q.30.8 I am always able to give ample time to my friends without hampering my work timings.

Q.30.9I am always able to give ample time to my family without hampering my work timings

Q.30.10I cannot concentrate in my work due to the dependent care issues at home.

Appendix – 2

Ph.D. Research for Tilak Maharashtra Vidyapeeth

“A Study on Work Life Balance of Middle Management Employees with Special Reference to Five Star Hotels in Pune City”.

Respected Human Resource Manager,

Greetings of the day!

I, Aditi Madhav Joshi pursuing Ph.D. on topic “A study on work life balance of middle management employees with special reference to 5 star hotels in Pune city”

I earnestly request you to answer the research questions of my questionnaire it will be great help for my research.

The data collected through this questionnaire will be used strictly for research purpose only. The data will be kept confidential anonymous at all times and will not be used elsewhere. Data will be reported only as a collective combined total. Kindly provide the information requested below.

Thank you

Questionnaire for Human Resource Manager

Q.1 Name of the Hotel

Q.2 Type of organization (Sole Proprietorship, Partnership / Limited LP, Company)

Q.2A. Are u a part of multinational group of hotel chain (yes, no)

Q.3 Number of workers employed: Part time, Permanent, Causal /Seasonal

Q.4 Total Number of Middle Management Employees working in following Department (F&B production, F&B service, Housekeeping, Front office, Engineering, Sales and Marketing, Human resources, Training and development, Accounts)

Q.5 Recruitment, selection & Retention policies: Recruitment and selection Process Sources of Recruitment (Internal mode, External mode, both)

Q.5A. If internal mode for Recruitment, selection (Recommendation, Conversion of Part-time to full time, Notice board, Labour Union, All of the above)

Q.5B. If external mode: for Recruitment, selection (Newspaper Recruiting, Notice board,

Universities/ campus recruitment, Internet/ Hotel own website, Agencies, All of the above)

Q.6 Which performance appraisal method is used by the organization?

Q.7 How many times in year performance appraisal is done? (Once a Year, Twice a Year)

Q.8 Work-life Balance Practices followed in the organization: Leave (Strongly Agree, Agree, somewhat Agree, Disagree, strongly Disagree)

Q.8.1 Does organization provide Care leave

Q.8.2 Does organization provide Career break

Q.8.3 Does organization provide Cultural or religious break

Q.8.4 Does organization have Policies available for pregnancy and parenting?

Q.8.5 Does organization provide paid paternity leave

Q.8.6 Does organization provide paid adoption leaves

Q.8.7 Does organization provide Paid maternity leave

Q.8.8 Does organization provide Lactation break

Q.8.9 Does organization provide Employee assistance for child care

Q.8.10 Does organization allows /sanctions Personal leave over the telephone

Q.9 Work-life Balance Practices followed in the organization: Reward (Strongly Agree, Agree, somewhat Agree, Disagree, strongly Disagree)

Q.9.1 Does organization follows Reward system to improve performance of the employee

Q.9.2 Employee receives rewards based on customer evaluations of service

Q.9.3 Employees are rewarded for serving customers well

Q.9.4 Employees are rewarded for dealing effectively with customer problems

Q.10 Factors influencing HR WLB policies: Recruitment and Selection (Strongly Agree, Agree, Somewhat Agree, Disagree, Strongly Disagree)

Q.10.1 Employee is fully aware of the nature and responsibilities of the job at the time of submission of application

Q.10.2 Employees are fully aware of the monetary packages at the time of joining

Q.10.3 Employees are aware of the promotion and career advancement opportunities at the time of submission of application

Q.10.4 The recruitment policy in the organization is effective and transparent

- Q.10.5 The selection procedure followed in the organization is fair and equal
- Q.10.6 There is an efficient reference checking system in the organization
- Q.10.7 In the organization HR managers participate in selection Process
- Q.10.8 Selection system in the organization is capable to select the desired candidates.
- Q.10.9 Does organization has adequate manpower in peak seasons
- Q.10.10 Everyone selected for the job needs to pass through training and induction.
- Q.10.11 Does organization provide job description and well defined tasks to supervisors?

Q.11 Factors influencing HR WLB policies: Performance and Appraisal (Strongly Agree, Agree, somewhat Agree, Disagree, strongly Disagree)

- Q.11.1 Organization follows a performance appraisal system
- Q.11.2 Performance of the employees is measured on the basis of objective quantifiable results
- Q.11.3 Employees are provided performance-based feedback and counselling
- Q.11.4 Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees
- Q.11.5 The appraisal data is used for making decisions like job rotation, promotion and compensation
- Q.11.6 Employees has faith in the performance appraisal system
- Q.11.7 In the organization salary and other benefits are compatible to the market

Q.12 Factors influencing HR WLB policies: Facilities & Fringe Benefits Provided By Hotels (Strongly Agree, Agree, somewhat Agree, Disagree strongly Disagree)

- Q.12.1 The organization provides reasonably good canteen recreation and transportation facilities free of cost to its employees
- Q.12.2 The organization provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees.
- Q.12.3 The organization provides benefits like EPF, ESI gratuity etc as per the statutory requirements.
- Q.12.4 Pick up and drop facilities after late night shift
- Q.12.5 Onsite Child care
- Q.12.6 The organization provides Counselling services for supervisors
- Q.12.7 The organization helps in Relocation and placement assistance to supervisors

Q.13 Factors influencing HR WLB policies: Job security (Strongly Agree, Agree, somewhat Agree, Disagree, Strongly Disagree)

Q.13.1 Employees can expect to stay in the organization for as long as they wish

Q.13.2 Job security is almost guaranteed to employees in this organization

Q.13.3 If the organization was facing economic problems, employees in the organization would be the last to get pink slip/ to be laid off

Q.14 Factors influencing HR WLB policies: Empowerment / Satisfaction (Strongly Agree, Agree, somewhat Agree, Disagree, strongly Disagree)

Q.14.1 Supervisors are empowered to solve customer problems

Q.14.2 Supervisors are encouraged and allowed handling customer problems by themselves

Q.14.3 Supervisors do not have to get management's approval before they handle customer problems

Q.14.4 Supervisors has to take managers approval for monetary settlements like complimentary or service recovery

Q.15 Factors influencing HR WLB Policies: Training (Strongly Agree, Agree, somewhat Agree Disagree, Strongly Disagree)

Q.15.1 Training needs are identified through formal performance appraisal system

Q.15.2 The managers are involved in identifying training needs of the employee

Q.15.3 Supervisors receive extensive customer service training at entry level before they came into contact with customers

Q.15.4 Supervisors receive training on how to serve customers better

Q.15.5 Supervisors receive training on how to deal with complaining customers

Q.15.6 Supervisors receive training on dealing with customer problems

Q.15.7 Employees are satisfied with the quality of training

Q.15.8 Supervisors receives continuous training to provide good service

Q.16 Work Culture & Work Environment (Strongly Agree, Agree, Somewhat Agree, Disagree 2, Strongly Disagree)

Q.16.1 The work atmosphere in the hotel is cheerful and pleasant

Q.16.2 The hotel provides good & safe work conditions

Q.16.3 The hotel manager always helps employees to deal with their when in problem

Q.16.4 There is autonomy in doing work and decision making

Q.16.5 Working conditions, lighting and ventilation in the hotel are comfortable to work

Q.16.6 The employees often complain that the work is repetitive and monotonous

Q.16.7 The employees often complain about timing of work

Q.16.8 The pay packages offered by the company are not fully matching with the work load/working hours.

Q.16.9 Do you feel that employees in the organization are over worked and under paid?

Q.16.10 Does the employee have equal access to information regarding, promotion and training development policies

Q.16.11 Employees experience job-related stress and strain at Work

Q.16.12 The grievance redressal procedure prescribed in the organization is well drafted

Q.16.13 There is informal communication between co-workers and subordinates during the rest hours of the organization

Q.16.14 Supervisors participate in decision making of the organization

Q.16.15 Organization provides a sense of security through honest communication and transparency about its health and long-term viability

Q.17 In your opinion suggest ways to improve Work-life balance for employees

Appendix - 3

Test of Validity – Employees

PARTICULARS		VALUE	RESULT
19.1 Work-life balance Practices: Leave - Approval of leaves takes more time than required	Pearson Correlation	.279	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.2 Work-life balance Practices: Leave - Does organization provide Career break	Pearson Correlation	.587	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.3 Work-life balance Practices: Leave - Does organization provide Care leave	Pearson Correlation	.666	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.4 Work-life balance Practices: Leave - Does organization provide Cultural or religious break	Pearson Correlation	.565	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.5 Work-life balance Practices: Leave - Does organization provide paid adoption leaves	Pearson Correlation	.561	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.6 Work-life balance Practices: Leave - Does organization provide paid paternity leave	Pearson Correlation	.783	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.7 Work-life balance Practices: Leave - Does organization provide Paid maternity leave	Pearson Correlation	-.068	INVALID
	Sig. (2-tailed)	.155	
	N	437	
19.8 Work-life balance Practices: Leave - Does organization provide Lactation break	Pearson Correlation	.157	VALID
	Sig. (2-tailed)	.001	
	N	437	
19.9 Work-life balance Practices: Leave - Does organization provide Employee	Pearson Correlation	.278	VALID
	Sig. (2-tailed)	.000	

assistance for child care	N	437	
19.10 Work-life balance Practices: Leave - Does organization provide Flexible work arrangements	Pearson Correlation	.433	VALID
	Sig. (2-tailed)	.000	
	N	437	
19.11 Work-life balance Practices: Leave - Does organization allow /sanction Personal leave over the telephone	Pearson Correlation	.280	VALID
	Sig. (2-tailed)	.000	
	N	437	
20.1 Work-life balance Practices: Rewards and Monetary Benefits - Does organization follow Reward system to improve performance of the employee	Pearson Correlation	.225	VALID
	Sig. (2-tailed)	.000	
	N	437	
20.2 Work-life balance Practices: Rewards and Monetary Benefits - Employee receives rewards based on customer evaluations of service	Pearson Correlation	-.032	INVALID
	Sig. (2-tailed)	.506	
	N	437	
20.3 Work-life balance Practices: Rewards and Monetary Benefits - Employees are rewarded for serving customers well	Pearson Correlation	.337	VALID
	Sig. (2-tailed)	.000	
	N	437	
21.1 Facilities & Fringe Benefits Provided by Hotels - Pick up and drop facilities after late night shift	Pearson Correlation	.117	VALID
	Sig. (2-tailed)	.015	
	N	437	
21.2 Facilities & Fringe Benefits Provided by Hotels - Recreational room	Pearson Correlation	.a	CANNOT CALCULATE
	Sig. (2-tailed)	.	
	N	437	
21.3 Facilities & Fringe Benefits Provided by Hotels - Health insurance	Pearson Correlation	.588	VALID
	Sig. (2-tailed)	.000	
	N	437	
21.4 Facilities & Fringe Benefits Provided by Hotels - Onsite Child care	Pearson Correlation	.785	VALID
	Sig. (2-tailed)	.000	

	N	437	
21.5 Facilities& Fringe Benefits Provided by Hotels - Canteen facilities, uniforms	Pearson Correlation	.a	CANNOT CALCULATE
	Sig. (2-tailed)	.	
	N	437	
22.1 Training and Development - I receive continuous training to provide good service	Pearson Correlation	.a	CANNOT CALCULATE
	Sig. (2-tailed)	.	
	N	437	
22.2 Training and Development - Receive extensive customer service training before I come into contact with customers	Pearson Correlation	.069	INVALID
	Sig. (2-tailed)	.152	
	N	437	
22.3 Training and Development - I receive training on how to serve customers better	Pearson Correlation	.033	INVALID
	Sig. (2-tailed)	.494	
	N	437	
22.4 Training and Development - I receive training on how to deal with complaining customers	Pearson Correlation	-.109	VALID
	Sig. (2-tailed)	.023	
	N	437	
22.5 Training and Development - I receive training on dealing with customer problems	Pearson Correlation	.131	VALID
	Sig. (2-tailed)	.006	
	N	437	
22.6 Training and Development - I am satisfied with the quality of training	Pearson Correlation	.356	VALID
	Sig. (2-tailed)	.000	
	N	437	
23.1 Team Members - My team members are supportive of each other's role while working	Pearson Correlation	.238	VALID
	Sig. (2-tailed)	.000	
	N	437	
23.2 Team Members - Team members have absolute clarity about their role in the team	Pearson Correlation	.217	VALID
	Sig. (2-tailed)	.000	
	N	437	
23.3 Team Members - There is an effective mechanism within the team for	Pearson Correlation	.409	VALID
	Sig. (2-tailed)	.000	

conflict resolution	N	437	
23.4 Team Members - Working with the team inspires me to do my best	Pearson Correlation	.366	VALID
	Sig. (2-tailed)	.000	
	N	437	
23.5 Team Members - Communication within the team is transparent	Pearson Correlation	.060	INVALID
	Sig. (2-tailed)	.213	
	N	437	
23.6 Team Members - Sufficient effort is made to get the opinions and ideas of employees	Pearson Correlation	.453	VALID
	Sig. (2-tailed)	.000	
	N	437	
24.1 Organizational factors: Working Hours - My work timings are fluctuating	Pearson Correlation	.484	VALID
	Sig. (2-tailed)	.000	
	N	437	
24.2 Organizational factors: Working Hours - I often get break shift	Pearson Correlation	.408	VALID
	Sig. (2-tailed)	.000	
	N	437	
24.3 Organizational factors: Working Hours - my duty roster is fluctuating	Pearson Correlation	.345	VALID
	Sig. (2-tailed)	.000	
	N	437	
24.4 Organizational factors: Working Hours - I frequently do overtime	Pearson Correlation	.211	VALID
	Sig. (2-tailed)	.000	
	N	437	
24.5 Organizational factors: Working Hours - I have timely deadlines at work	Pearson Correlation	.250	VALID
	Sig. (2-tailed)	.000	
	N	437	
25.1 Organizational factors: Perks & Benefits - The organization provides reasonably good canteen, recreation, transportation facilities and other benefits, to its employees free of cost	Pearson Correlation	.204	VALID
	Sig. (2-tailed)	.000	
	N	437	

25.2 Organizational factors: Perks & Benefits - The Company provides health protection scheme Medical Insurance, Medical Reimbursement and Medical Leave to its employees	Pearson Correlation	.228	VALID
	Sig. (2-tailed)	.000	
	N	437	
25.3 Organizational factors: Perks & Benefits - The company provides benefits like EPF, ESI gratuity etc. as per the statutory requirements	Pearson Correlation	-.013	INVALID
	Sig. (2-tailed)	.783	
	N	437	
25.4 Organizational factors: Perks & Benefits - As a perk of my job I am able to take my family for paid vacations.	Pearson Correlation	-.023	INVALID
	Sig. (2-tailed)	.626	
	N	437	
26.1 Organizational factors: Work culture & Work Environment - The work atmosphere in the hotel is cheerful and pleasant	Pearson Correlation	.432	VALID
	Sig. (2-tailed)	.000	
	N	437	
26.2 Organizational factors: Work culture & Work Environment - The hotel provides good & safe work conditions	Pearson Correlation	.197	VALID
	Sig. (2-tailed)	.000	
	N	437	
26.3 Organizational factors: Work culture & Work Environment - The hotel manager always helps employees in problem situation	Pearson Correlation	.283	VALID
	Sig. (2-tailed)	.000	
	N	437	
26.4 Organizational factors: Work culture & Work Environment - There is an autonomy in doing work and decision making	Pearson Correlation	.264	VALID
	Sig. (2-tailed)	.000	
	N	437	
26.5 Organizational factors: Work culture & Work Environment - I enjoy working in hotel industry	Pearson Correlation	.228	VALID
	Sig. (2-tailed)	.000	
	N	437	

26.6 Organizational factors: Work culture & Work Environment - I feel secure in my job	Pearson Correlation	.032	INVALID
	Sig. (2-tailed)	.499	
	N	437	
26.7 Organizational factors: Work culture & Work Environment - I have well defined tasks to perform	Pearson Correlation	.285	VALID
	Sig. (2-tailed)	.000	
	N	437	
26.8 Organizational factors: Work culture & Work Environment - Working conditions, lighting and ventilation in the hotel are comfortable to work	Pearson Correlation	.636	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.1 Organizational factors: Job satisfaction - Promotion rules and requirements are well defined in the hotel	Pearson Correlation	.263	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.2 Organizational factors: Job satisfaction - Promotion depends upon employee's work performance	Pearson Correlation	.472	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.3 Organizational factors: Job satisfaction - Promotion depends upon the manager's decision	Pearson Correlation	.431	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.4 Organizational factors: Job satisfaction - Hotel has perfect evaluation system for promotion	Pearson Correlation	.288	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.5 Organizational factors: Job satisfaction - Procedure of the Promotion in the Hotel is fairly followed for all employees	Pearson Correlation	.571	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.6 Organizational factors: Job satisfaction - Promotion depends on employee relations with the manager	Pearson Correlation	.065	INVALID
	Sig. (2-tailed)	.173	
	N	437	
27.7 Organizational factors: Job	Pearson Correlation	.217	VALID

satisfaction - Job performance evaluation done by my manager is fair and based on clear performance standard	Sig. (2-tailed)	.000	
	N	437	
27.8 Organizational factors: Job satisfaction - I am satisfied with the hotel's promotion policy	Pearson Correlation	.287	VALID
	Sig. (2-tailed)	.000	
	N	437	
27.9 Organizational factors: Job satisfaction - In the organization salary is at par to the market standards	Pearson Correlation	.692	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.1 Perception factors - I find it difficult to celebrate festivals with my family because of my job	Pearson Correlation	.378	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.2 Perception factors - My behavior in the family is affected badly because of the characteristics of my job	Pearson Correlation	.276	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.3 Perception factors - Stress at work makes me irritable at home	Pearson Correlation	.315	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.4 Perception factors - My job is demanding and making it difficult to lead a healthy family life	Pearson Correlation	.316	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.5 Perception factors - The duration of service time in my job hinders me to take on family responsibilities and joining the activities in equal	Pearson Correlation	.208	VALID
	Sig. (2-tailed)	.000	
	N	437	
28.6 Perception factors - My position in this hotel requires long and irregular work hours preventing me from doing my family duties	Pearson Correlation	.421	VALID
	Sig. (2-tailed)	.000	
	N	437	
29.1 Experiential Factors - I find it	Pearson Correlation	.354	VALID

difficult get adequate sleep most nights	Sig. (2-tailed)	.000	
	N	437	
29.2 Experiential Factors - I find it difficult to feel relaxed and comfortable when i am at home	Pearson Correlation	.551	VALID
	Sig. (2-tailed)	.000	
	N	437	
29.3 Experiential Factors - I find it difficult to manage time to exercise, eat properly and keep myself healthy	Pearson Correlation	.242	VALID
	Sig. (2-tailed)	.000	
	N	437	
29.4 Experiential Factors - I feel anxious or upset because of what is happening at work	Pearson Correlation	.597	VALID
	Sig. (2-tailed)	.000	
	N	437	
29.5 Experiential Factors - I find it hard to relax and just do nothing, even when I am away on holiday	Pearson Correlation	.407	VALID
	Sig. (2-tailed)	.000	
	N	437	
29.6 Experiential Factors - I start my day tired	Pearson Correlation	.350	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.1 Personal Factors - I find it difficult to reach on time to work due to my family duties	Pearson Correlation	.299	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.2 Personal Factors - Due to stress& strain at home I am not able to separate work and family issues in order to maintain harmony at work place	Pearson Correlation	.460	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.3 Personal Factors - An emergency in family affects my concentration at work	Pearson Correlation	.358	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.4 Personal Factors - It is difficult for my Family to understand my work demands which impacts my family	Pearson Correlation	.302	VALID
	Sig. (2-tailed)	.000	
	N	437	

relationship			
30.5 Personal Factors - Due to unforeseen circumstances at home I sacrifice my duties at work	Pearson Correlation	.311	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.6 Personal Factors - I find it difficult to enjoy my social engagements without hampering my work commitments	Pearson Correlation	.323	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.7 Personal Factors - I normally exceed the amount of leave I am eligible to take in a year due to family responsibilities	Pearson Correlation	.330	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.8 Personal Factors - I find it difficult to give ample time to my friends without hampering my work timings	Pearson Correlation	.183	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.9 Personal Factors - I find it difficult to give ample time to my family without hampering my work timings	Pearson Correlation	-.302	VALID
	Sig. (2-tailed)	.000	
	N	437	
30.10 Personal Factors - I cannot concentrate in my work due to the dependent care issues at home.	Pearson Correlation	.206	VALID
	Sig. (2-tailed)	.000	
	N	437	

VALIDITY	FREQUENCY	PERCENTAGE
VALID	67	84.81
INVALID	9	11.39
CANNOT BE COMPUTED	3	3.80
TOTAL VARIABLES	79	100

In order to say that the question is valid to the research study the significance value should be lesser than 0.05. In this case out of the total 79 variables 67 variables are valid and 9 variables are invalid. This means that 84.81 percent of the variables are valid whereas the 11.39 percent of the variables are invalid. Overall, the questionnaire is valid since 84.81 percent of the questions are valid and are able to extract the information through the question.
