

A Study on Work Life Balance of Food & Beverage Service Employees at Hotel Industry in Bhubaneswar City



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Abstract

This present study will reveal the issue related to the Food and Beverage department of hotel employee's service on work life balance of Bhubaneswar, The state capital of Odisha, India. Personal interviews and self-administered questionnaires were used to collect the data. The present study will mainly focus on different factors responsible for affecting the work life balance of the employees working in hotel industry in the study area. In the recent years, the main word productivity has gained popularity in the hospitality world and it is no longer a secret that productivity is positively linked to the Work - Life Balance (WLB) situation of the concerned employees. Hotel industry is characterized by provision of services provided to the guests round the clock. Moreover, due to the seasonal nature of hotel business and high attrition rate in the industry, hotels face manpower shortage. Since employment practices pertaining to areas of WLB are rated as the second most important on the basis of its ability to enhance employee productivity in hotels, so it is necessary & need of the hour that employers must understand how to maintain good Work-life Balance to retain employees in the hotels & can improve on repeat business for profitability. This study is aimed at analyzing the work - life balance situation of the Bhubaneswar hotel employees and its impact on employee productivity.

Keywords: "Hotel Industry", "Work - Life Balance (WLB)", "Employee Productivity", "Service Industry", "Work - Family Conflict", "Food & Beverage Industry".

Introduction

In the recent years, there is a cut throat competition in the corporate market where there is a competition among employees working like machines to achieve the business target. In this scenario maintaining work life balance is very difficult among employees in different organizations and hotel industry is no exception to this. Although many hotel chains and star category hotels wanted their employees to work day and night like machines, but it cannot happen because employees are human beings with a set of emotions. Among different departments of the hotel there lies more stress among Food & Beverage Service employees because of their odd duty hours including increasing work pressures. Work life balance is a phenomenon when satisfaction and good functioning at work and home with a minimum conflict which is one of the major challenges of working in the hotels is mainly coping with work timing and shifts. Work life balance is particularly highlighted in hotels because the major business revenue comes during vacations, festivals and holidays when maximum people move out to enjoy. Whereas this is the busiest time for hotel employees and it will not become possible for them to avail any leaves and offs during this period. This evidently creates piece life stability and family struggle as expectation on the home front is disregarded. This factor leads to poor work life balance among hotel employees and making the job more stressful and challenging. Hence it is the need of hour for hotel employees especially Food and Beverage Service employees to focus on issues related to their work life balance situations.

Review of Literature

Kathleenfarrel, (2015) revealed work-life balance in the Irish hotel sector from an employee perspective with implications for HRM. The study included a survey of managers and employees. Two-hundred and forty-six questionnaires from employees were returned which was a 22% response rate from the original sample group. The research data shows that

company benefits were not associated with numerical flexibility, but associated with functional flexibility and work-life balance supports.

Gaurav, K. (2014), Challenges faced by the hotel industry a review of Indian scenario. Journal of business and management, 16(9), 96-73 revealed difficulties faced by hotel industries in India. Challenges faced by the owner as well as management and operational staffs working in it in recent times. Competition for the survival of industry is tougher due to need of hour.

Pallavi, M., & Neera, K.(2015) revealed in identifying the effects of organisation support, work family conflict, work place stress and personality on work life equilibrium at a glance.

Indira Kandasamy (2009) conducted a qualitative study in an attempt to identify Quality Work Life dimensions expected in the working environment of a hotel. Eighty four students and sixty four employees from three hotel management institute and three hotels from Mangalore city in India participated through a purposeful sampling frame. Data were collected using interviews, group discussions, open ended questionnaires and analyzed in line with grounded theory method.

Philip Bhole, (2004), marked differences emerged between the reports of casual & full time employees about working hours, work life conflict and health. Casuals were more likely to work highly irregular hours over which they had little control. Long working hours, combined with low predictability and control, produced greater disruption to family, social lives and poorer work life balance for casuals.

Margaret Deery,(2009), examined the key issues associated with work life balance with particular focus on practices within the tourism industry.

Rebecca Harris Mulvaney, (2007), reviewed work-family interface in relation to hotel managers in an effort to identify ways to gain a strategic advantage in this competitive sector. Conclusions revealed on innovative practices implemented to address work-family concerns.

Neha, K.(2013) revealed work stress & coping behaviour among women entrepreneurs, Ranchi. Woman entrepreneurs are facing various challenges, obstacles, stress managing work life balance and also organisation which can affect the psyche of the women entrepreneurs very much and affect her ability to perform in routine ways.

Objectives of The Study

1. To explore the work-life Balance situation of food & beverage service employees in the hotel industry.

2. To identify the various aspects of Work life Balance of hotel employees.
3. To investigate which factors affect overall perception of Work life balance?
4. To make suggestions to hotels on devising policies on Work life Balance.
5. To explore the measures followed by the hotel industry to enhance the work life Balance situation of its employees.

Limitations of The Study

1. This research study is purely based on the information given by the employees and management of seven sample hotels.
2. Perception and expectations of the respondents may differ with time and the study is mainly conducted on the current scenario of the hotel industry.
3. The research study does not differentiate respondents on basis of their demographic factors which may have an influence of their perception thereby identifying scope for further research.

Research Methodology

Collection of Data

The primary data required for the research was collected using the following techniques:

Personal Interviews

The researcher conducted personal interviews with Food & Beverage service employees and human resource managers of reputed hotel brands in Bhubaneswar only to explore the Work Life Balance situation in their organisation.

Questionnaire

A structured Questionnaire bearing straight forward and relevant questions was drafted and handed over to the sample that is 200 food & beverage service employees to obtain their responses.

Sampling Techniques

The population being "Food and Beverage service employees of hotels" only. A sample comprising of 200 employees representing various hotels from five stars to three star category hotels was selected randomly (Random Sampling Methods) to conduct the study.

Secondary data collected from reputed journals, magazines, newspapers and annual report of hotel industries including websites.

Data Analysis and Interpretation

The Questionnaires are collected from respondents and analyzed by using appropriate statistical tools like percentage analysis.

Table No: 1 Frequency and Percentage regarding the profile of sample

PARTICULARS	RESPONDENTS	PERCENTAGE
Age in Years	Below -20	16.0
	21-35	70.0
	36-50	14.0
Marital Status	Married	47.0
	unmarried	53.0
Education	Diploma	24.4
	UG	56.1
	PG	12.3
	Others	7.2
Experience	0-2	30.0
	5-10	62.0
	11-15	8.0
Salary	Below 7000	26.0
	10000-15000	50.0
	16000-20000	20.0
	Above 20000	4.0
Working shift	First Shift	42.0
	Second Shift	26.0
	Night shift	16.0
	Others	16.0
More Pressure	Have Pressure	46.0
	Work Evenly Distributed	52.0
	Others	2.0
Feel happy	Social Colleagues	20.0
	Having & Mentor	42.0
	Good Training Program	14.0
	Good Salary Package	24.0
Total		100.00

The table depicts distribution of profile of the respondents observed over the factor age, marital status, education, experience, salary, working shift, more pressure, feel happy etc.

Regarding age distribution depicts that 16 % sample of respondents were in the age group of below 20 years, 70 % were in the age group of 21 to 35 years and 14 % were in the age group of 36 to 50 years. Hence it can be interpreted that highest percentage of age group is 21 to 35 years. Regarding the marital status the distribution shows that 47 % of respondents are married & 53 % are unmarried. Regarding educational qualification, the distribution shows that 24.4 % of the employees are diploma holders, 56.1 % respondents are under graduate level, 12.3 % of respondents are having post graduate and in others category only 7.2 % etc. Regarding experience distribution reveals two years of experience are only 30 %, five to ten years of experience falls in the category of 62 % and eleven to fifteen years of experience range of employees fall under 8 %. Regarding the shift wise distribution of the respondents 42 % is the highest percentage in first shift. Regarding the feel happy levels that highest percentage is 42 % of the respondents revealed they are happy because of having a mentor, 20 % of social

colleagues & 14 % are happy because of good training programme.

Observations, Discussions and Finding

Hospitality industry is mainly characterized with hard work, long working hours, different shifts, uncertain weekly offs etc. Hence the employees have a poor Work Life Balance and very less social life. The average working hours of the hospitality employees is minimum 11 to 12 hours and attentive all the time. Due to seasonality nature of the business hotels operate with minimal staffs so as to keep the labour cost low mainly during the off season and subsequently increasing in workload and shift timing too. It is quite known that during festive seasons there is a great demand and volume of business turnover is high and at this time employees are always in their toes while their families are enjoying the festivals without them.

Factors Affecting Poor Work-Life Balance Of Hotel Food And Beverage Staffs Hard work

In hotels particularly in Food & Beverage service department the nature of work is very strenuous as regular guest contact is being done. Hence Food & Beverage service staffs are always in their toes, active, charming and smiling always while dealing with the guests. Irrespective of whether the

employee is doing a double shift he / she need to have a pleasing smile on their face all the time in their shifts.

Shortage of Manpower

In hospitality sector there is a dearth of manpower shortage. Getting skilled labour is very difficult in food & beverage sector. Hence work pressure arises because of more work to be done with fewer employees. So this additional work load creates a major imbalance in the life of employees both in their family as well as social life.

Arodous Shift Hours

Hotel industry is operational throughout day & night; hence employees work in different shifts based on the requirement of their jobs. Sometimes shifts are abnormal like Evening, Break & Morning. Those employees staying far sometimes wait back in the hotel till early morning which again reduces their break timings.

Uncertainty of Work

The ever changing & unpredictable nature of guest demands in hotel industry make the employee job more uncertain. To satisfy guest particularly in food & beverage service department staffs sometimes have to work for extended hours which further hampers Work Life Balance.

High Employee Turnover

In hospitality sector there is a high attrition rate and particularly in Food & Beverage service department it is still alarming. Pressure of multiple roles is also responsible. Additional work load & time affect their work life balance because of stress & less time for personal life. Hence this is a serious issue which needs to be resolved immediately to reduce the employee turnover.

Suggestions & Recommendations

Based on the feedback from respondents on the issues related to Work Life Balance of Food & Beverage service employees of different hotels the following suggestions and recommendations are made :-

1. The hotel management should analyze the issues related to the Work Life balance of its employees particularly Food & Beverage service department staffs and should design and implement policies to resolve the issues.
2. Management should focus on such practices that can bring down the high attrition rate among employees and thereby increase the Work Life Balance of staffs.

Conclusion

The study revealed several reasons stating there is a great need for establishing and maintaining a family supportive work environment among hotels of Bhubaneswar. Shortages of manpower, long and

strenuous working hour, pressure of multiple roles are the major factors responsible for poor Work Life Balance among Food & Beverage service employees in Bhubaneswar hotels. The hotel management is concerned about the issues relating to poor work life balance of its employees but the measures taken are not so effective to resolve. Employee leisure, better pay & perks and family get-together are the most effective measures to tackle the poor work life balance among Food & Beverage service employees among city hotels of Bhubaneswar.

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