A STUDY ABOUT THE WORK LIFE BALANCE IN HOSPITALITY INDUSTRY WITH REFERENCE TO KERALA

A Project Report Submitted to University Grants Commission for the fulfilment of Minor Research Project

SUBMITTED BY

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DECLARATION

I, Melby Joseph hereby declare that this project titled "A STUDY ABOUT THE WORK LIFE BALANCE IN HOSPITALITY INDUSTRY WITH REFERENCE TO KERALA" is a bonafide work done by me under the UGC Minor project Sanction Letter No: MRP(H)0654/12-13/KLMG063/UGC-SWRO dated 23 Sept.2013.

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PREFACE

Work-life balance is a concept including prioritization between work, career and lifestyle. The expression "work-life balance" was first used in the United Kingdom, in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

THE CONCEPT OF WORK LIFE BALANCE

The term work-life balance (Work-Life Balance) was coined in 1986 in response to the growing concerns by individuals and organisations alike that work cam impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of "family-work conflict" (FWC) and "work-family conflict" (WFC).

As work-life balance is a combination of interactions among different areas of one's life, the advantages and disadvantages associated with that balance/imbalance can affect multiple levels of society. The disadvantages associated with work-life imbalances are numerous and impact both employer and employees.

An imbalanced work-life affects work (productivity of both individuals and organisation), family and society and can induce stress or other mental problems in individuals. Therefore it is important for both organisation and employees to maintain work-life balance. The ultimate benefits of work life balance can be enjoyed by empolyees and organisation. It is an important concept in the world of business as it helps to motivate the employees and increases their loyalty towards the company. The relevance and importance of work-life balance increases with the growing influence and interference of technology. The increase in stress related diseases has numerous causes, among which one is work, perhaps the most important. The emergence of nuclear families also lays more stress on individuals. All these make work-life balance an important and relevant topic to be studied and discussed.

The study undertaken here is an attempt to study the work life balance of employees in hospitality industry of Kerala.

CHAPTERISATION

The report of this study is divided into 5 Chapters

Chapter 1-Review of Literature

The first chapter consist of all the theories related to the topic work life balance and its effect on productivity.

Chapter 2-Profile of the Organisation

This chapter gives information about the hospitality industry of Kerala

Chapter 3-Research Methodology

It includes the objectives of the study, scope, sampling technique, sample size, types of data used, tool for data collection, statistical tools used for data analysis, limitations etc.

Chapter 4-Data Analysis and Interpretation

The chapter has a detailed analysis and interpretation about the findings.

Chapter 5-Findings and Suggestions

This is the last chapter of the report and it discuss about the major findings and certain suggestions which can be implemented for the betterment of the performance of the company.

CHAPTER 1

REVIEW OF LITERATURE

Work Life Balance

Work–life balance is the term used to describe the balance that an individual needs between time allocated for work and other aspects of life. Areas of life other than work-life can be, but not limited to personal interests, family and social or leisure activities. The term 'Work-Life Balance' is recent in origin, as it was first used in UK and US in the late 1970s and 1980s, respectively. More recently the term has drawn on some confusion; this is in part due to recent technological changes and advances that have made work and work objectives possible to be completed on a 24-hour cycle. The use of smartphones, email, video-chat, and other technological innovations has made it possible to work without having a typical "9 to 5 work day". There are several theories that seek to explain the relationship between work and family. However, these theories have not been integrated into a comprehensive theory that can serve as a guide to research on work-family issues. The academic body of knowledge depends on different theoretical approaches with regard to work-family interface.

A good work-life balance, on the other hand, is profitable for both employees and employers. A case in point is the rise in output of factories in the 19th century when work hours were reduced to 10, and later, eight hours a day. There is growing concern that the quality of home and workers' life is declining thereby causing poor worker contributions and performances at work. Where employees are unable to suitably balance work and family life, they tend to find it difficult to manage tasks at the workplace and this subsequently shrinks productivity. Lack of work flexibility, elevated work pressures and long working hours; a situation that decreases their job performance and productivity.

Causes of Work Life Balance

There are three moderators that are correlated with work-life imbalance: Gender, time spent at work, and family characteristics.

Gender differences could lead to a work-life imbalance due to the distinct perception of role identity. It has been demonstrated that men prioritize their work duties over their family duties to provide financial support for their families, whereas women prioritize their family life.

Spending long hours at work due to "inflexibility, shifting in work requirements, overtime or evening work duties" could lead to an imbalance between work and family duties. It has been demonstrated "that time spent at work positively correlate with both work interference with family and family interference with work, however, it was unrelated to cross-domain satisfaction". This could be due to the fact that satisfaction is a subjective measure. This being said, long hours could be interpreted positively or negatively depending on the individuals. Working long hours affect the family duties, but on the other side, there are financial benefits that accompany this action which negate the effect on family duties.

Family characteristics include single employers, married or cohabiting employers, parent employers, and dual-earning parents. Parents who are employed experience reduced family satisfaction due to their family duties or requirements. This is due to the fact that they are unable to successfully complete these family duties. In addition, parent workers value family-oriented activities; thus, working long hours reduces their ability to fulfill this identity, and, in return, reduces family satisfaction. As for the married and/ or dual-earning couples, it seems that "not only require more time and effort at home but also are a resource for individuals to draw from, both instrumentally through higher income and emotionally through increased empathy and support."

These theoretical frameworks includes spill-over, compensation, work-family conflict, resource drain, enrichment, congruence, segmentation, integration and ecological theories. In addition to the above mentioned theories, researchers in recent years have tried to explain work-family relationship through theories like border theory, boundary management theory, gender inequality theory, work-life management theory etc. All these theories provide insights into the relationship between work and family domains. The Role theory has been considered as the most common perspective for explaining the nature of work-family relationship which is evident in the literature. The Role theory has been discussed from two different perspectives - the scarcity perspective (also known as conflict perspective) and the enrichment perspective.

Conflict Theory

Work-family conflict occurs when demands of work life create problems in fulfilling the demands of family life. Work-family conflict has been defined in terms of inter-role conflict in which role pressures from work and family domains are mutually incompatible in some respect, that is, participation in work role is made more difficult by virtue of participation in the family role. Originally, work-family conflict was considered as unidimensional but it is now conceptualised as bidimensional, that is, work interfering with family and vice-versa. Most research on work-family conflict showed that its greater prevalence was among employees, thus a greater focus was on the extent of work interference with family.

Three types of work family conflict were identified and studied by Greenhaus and Beutell (1985). These are time-based conflict, strain-based conflict and behaviour-based conflict. When the time demands on one role make it difficult to participate in another role, it is known as time-based conflict. The second type of conflict which is known as strain-based conflict occurs when psychological symptoms (anxiety, fatigue and irritability) generated by work/family demands spill-over or intrude into the other role, making it difficult to fulfil the responsibilities of that role. Both strain-based and time-based conflicts are believed to share a number of sources despite being conceptually distinct. Behaviour-based conflict takes place when expected or appropriate behaviour in the family role (expressiveness, emotional sensitivity etc.) is considered to be dysfunctional or inappropriate in the workplace. Like a strain-based conflict, a behaviour-based conflict demonstrates a negative spill-over from one domain to another where behaviour in one domain is influenced by the behaviour desired and developed in another domain where by inhibiting role performance in that latter domain simultaneously. For instance, in a family setting wherein a warm, nurturing and cooperative approach is desired, an assertive and confrontational behaviour may be considered inappropriate or out of place. In terms of job factors, the amount of working time is regarded as the most powerful and enduring predictor that influences work-family conflict. In other words, the highest incidence of work-family conflict results from long working hours.

Enrichment Theory

Another perspective of the work-family relationship, that is, the enrichment perspective has been investigated by researchers in recent years. Work-family enrichment argues that the activity in one domain can enrich the experiences in the other domain instead of depleting energy from the other domain. The positive side of combining work and family responsibilities has been examined from the enrichment perspective. Different terms such as facilitation, enhancement and spill-over are associated with work-family enrichment. However, these concepts vary in their emphasis of received benefits, experiences and improvement of role performance. For instance, work-family facilitation refers to a form of synergy when resources such as affect, skills, self-esteem etc., from one role makes it easier to participate in the other role. The positive spill-over refers to experiences such as skills, moods, values and behaviours transferred from one role to another. The work-family enrichment is the direct opposite or contrast of work-family conflict and it refers to the extent to which experiences in one role improves the quality of life in the other role. There are multiple benefits resulting from participating in different roles such as status security, personality enrichment, role privileges, status enhancement, which is revealed by initial research on work family enrichment. However, later research mentioned that different types of positive spill-over such as mood, skills, behaviour and value spill-over still exist. The transfer of one emotional status from one domain to another is known as mood spill-over while value spill-over occurs when what is valued at work is also demanded in the family domain. It has been pointed out that when the skills and abilities gained in one domain can be applied to another domain, it is referred to as affective enrichment. For example, conflict solving skills learned at the workplace can be applied to resolving conflicts at home. Flexibility and psychological, physical, social capital and material resources are considered as other instrumental benefits.

Spill-over and Cross-over Theory

Apart from the conflict and enrichment perspective, there are other theories which explain the relationship between work and family domain. One of these theories is the notion of spill-over between domains. Spill-over is said to occur when one domain impacts the other

domain in the same way, despite having established boundaries between an individual's family and work domain. Spill-over can be explained as a process by which work and family affects one another, which in turn, generates similarities between the two domains. Both affective and instrumental types of spill-over have been identified by the Affective spill-over is defined as "work-related moods or attitudes are carried to home or family-related moods or attitudes are carried to work". On the other hand, specific skills and behaviours which are carried from one domain to another and which results in positive or negative consequences is known as instrumental spill-over .Spill-over can take place in both directions. Cross-over is defined as "the reaction of individuals to the job stress experienced by those with whom they interact regularly". Cross-over is also described as "a bi-directional transmission of positive and negative emotions, mood and dispositions between intimately connected individuals such as spouses or organisational team members". Three pathways have been suggested by literature through which cross-over can take place. The first path occurs when the stress experienced by one partner creates an empathic reaction in the other partner resulting in the increase of their own stress. The second path takes place when heavy demands on one partner decreases the leisure time they have as a couple which in turn leads to negative feelings such as emotional exhaustion or stress. The final pathway occurs through social undermining process wherein stress and time pressure causes a partner to engage in negative behaviour such as criticism or negative affect toward the other partners, which in turn results in increasing the stress of the other partner.

Boundary and Border Theory

The Boundary theory is considered as an important theoretical contribution providing a strong starting point for literature exploration relating to work-life boundaries. This theory differentiates blocks of space and time in its most basic form, each block is covered by frames and can be attributed to differing roles in one's life environment. The Boundary theory has been defined as a way in which individuals create and maintain boundaries as a means of simplifying and ordering the environment. This theory has been refined by another theory known as the Border theory which focuses on various forms of boundaries surrounding work and non-work domains. Three types of borders have been identified which individuals maintain between their personal and work lives. These are temporal, physical and psychological borders. Temporal

boundaries refers to actual times within which work activities versus personal activities takes place. For instance, an employee may set a time-based boundary of 6 pm to end their day at work in order to collect their children from day care .Physical boundaries refer to actual locations in which personal and work activities take place. This location may be home versus office or for people who work from home, it may be the area where they perform their work role, i.e., study or separate area. Lastly, psychological boundaries may be characterised by the perceptions associated with the activities of work and home roles .For example, the psychological boundary can be referred to an employees' interpretation of attending a work-related meeting in the evening as a social activity with friends from work. The Border and Boundary theories assert that less conflict will be experienced when an individual manages work and non-work separately. However, the transitions between these roles is likely to be easier when these roles are integrated. In addition, depending on the characteristics which are unique to the individual and the environment, the Border and Boundary theory suggest that segmentation and integration of work and home roles can result in positive outcomes such as their preferences for integration or segmentation and contextual factors like work environment which allows conditions of work to match or fail preferences of employees .The contention that these unique characteristics can influence work-life outcomes has been supported by research. For instance, Chen et al (2009) in their study of managerial level employees in the United States of America found that the congruence between employee preference for segmentation or integration of work and non-work roles was positively related to time and strain-based work-family conflict. Likewise, the ability of employees to successfully manage their professional and personal lives' boundary have been impacted by the organisational context in terms of "formal policies, job design, social support for work-family strategy choices and prevailing cultural expectations". It was suggested by their framework that in order to classify effects of policies on managing work and family roles, research on policy should be enriched by greater reliance on work-family integration theories, that is, direct spill-over, indirect spill-over, segmentation.

Separate Sphere Theory

This theory considers work and family as distinctive systems wherein family is a domestic haven for women and work is a public arena for men. Generally, this theory asserts

system independence although according to the proponents of the Separate sphere theory, there are some structural connections at the broadest level. The family is understood as distinctive sex-typed traits and is characterised by different domains. Erikson identifies an inner sphere for women as wives and homemakers and an outer sphere for men as decision-makers and bread-winners in psychoanalytic theory while separate gender roles (instrumental and expressive) have been identified in Sociology by Parsons. Parsons considered work as a public sphere mainly for the man who is supposed to fulfil instrumental and materialistic needs. On the other hand, the family was understood as a private sphere for women who is asked to provide expressive and emotional support. This type of division of labour based on gender leads to sex-typed labour market where women are confined to low-paying jobs which are considered as extensions of their domestic duties. The Separate sphere theory asserts that family and work domain should be separated so that they can function properly for the stability of the society and in order to avoid conflict, sexual division of labour should be maintained. With regard to the labour market, the work which women perform for the family is not considered as a form of production with exchange value. However, on the other hand, men are considered as the only links as producers through which family is connected to the economic system. In addition, society has placed high value to productive activities in the public sphere rather than to the domestic activities in the private sphere. Male domination and female subordination results due to differential allocation of rewards, resources and opportunities. In addition, the social structure is embedded with primacy of instrumental over expressive, of father over mother, of producer over reproducer.

Interactive Theory

In order to move beyond an understanding of women and their families or of men and their work, feminists have tried to integrate the study of work and family for a better understanding of the intimate relationship between work and family. The mutual interdependence between work and family has been highlighted by the Interactive theory by considering the reciprocal influences of work and family and taking into account their joint as well as independent effects on the social and psychological conditions of individuals either directly or indirectly. The interactive model has been divided into two types which describes system interdependence between family and work. They are Marxist and Non-Marxist. Family and work are considered as

economic units by Marxist and they study the general linkages of work and family to the larger economy. Family and work are viewed as social systems or structural units by NonMarxist and they examine the specific circumstances under which there is an intersection of occupational and familial roles. Specifically, Non-Marxist considers how family relationships, coping mechanisms and lifestyle are influenced by the work context such as occupational conditions, job characteristics and in turn how work life is affected by the family context. Non-Marxists used theoretical perspectives which varied from structuralist to social psychological in nature. Kanter (1977) has highlighted five aspects of the occupational structures and work-life organisations that shape family system in a dominant way. These aspects comprise job absorption, rewards and resources, time and timing, emotional climate and cultural dimension of work. It has been suggested that work orientations, motivations, emotional energy, ability and the demands people carry to their workplace can be explained in terms of their family .Moreover, the effects of maternal employment, whether negative or positive, depends on work and family conditions, reactions to work, use of resources, coping effectiveness, networks and other factors have been acknowledged by the Interactive theory. For some employees, stress, conflict and other problems are created through simultaneous membership in multiple systems. However, this theory argues that those consequences may be functional under certain circumstances rather than being dysfunctional. It is evident in a recent family research that there is an integration of work and family and a shift from a bifurcation of the two. The mutual impact of both spheres are adequately dealt with by earlier studies which focused on dual-earner families with professional and managerial jobs requiring high commitment, greater job absorption, long work hours and career with continuous upward mobility.

Conservation of Resources Theory

Another appropriate theoretical foundation for examining the relationship between work and family would be Conservation of Resources (COR) model used by Grandey and Cropanzano (1999). For the study of work-family balance, the COR model offers a strong framework which argues that individuals attempts to utilise and keep resources. Resources refers to the means of attaining those objects, conditions or energies and personal characteristics that are valued by the individual. It may be used in problem-solving and coping and includes autonomy,

social support, contingencies, established behaviour outcomes etc. An individual is likely to experience stress when a potential loss of resources is perceived or when an expected resource gain fails to materialise or when there is actual loss of resources. The COR model explains that the depleted resources resulting in negative outcomes like lower job satisfaction, lower commitment and poor performance is caused by conflict between the employee's home and work life. Work-life balance and positive outcomes can be achieved by anything that serves to replenish these resources. Resources such as job autonomy, family support and presence of spouse are responsible for a better balance of work and family lives. There is likely to be less conflict in the presence of availability of resources. Responsibility of child-care and elderly-care are considered as a possible drain on resources. The energy and time required for dependent care will result in smaller pool of resources and higher conflict of work and family.

Gender Inequality Theory

The theory of Gender Inequality is particularly significant as it helps in understanding the dynamics of work-family balance of women professionals. It provides a unique perspective and gives insights for unequal participation of women in the labour market as compared to men. There are several underlying themes of the Gender Inequality theory. Firstly, it argues that men and women are situated unequally in society wherein women get inadequate material resources, power, social status and opportunities for self-actualisation as compared to men. Secondly, it posits that inequality is a result of society's organisation and not because of biological or psychological differences. Thirdly, despite having variations in traits, potential etc., there is no significant pattern of difference in human beings in order to differentiate between the sexes. Lastly, there is a possibility for a change in the situation wherein theorists assume that both men and women will accept the egalitarian society. Liberal feminists explained gender inequality by identifying the sexual division of labour; the existence of social activity in separate public and private sphere wherein men are located within the public sphere and women within the private sphere and socialisation of children in a systematic manner which will help them identify their future roles and spheres based on their gender. Liberal feminists assert that gender inequality is created in the society through women's restricted assess to public sphere by the social system in the society. According to liberal feminists, the actual rewards of social life like power, status,

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opportunity and money are provided by the public sphere and gender inequality is said to be established when women are over-burdened with activities of the private sphere and denied access to the public sphere. Marxist feminism explains gender inequality through feminist social protest and Marxist class analysis. 'The Origins of the Family, Private Property and the State' has been considered as the most notable exploration of the gender inequality issue. The major argument of this theory is that subordination of women results from social arrangement and not from her biology. Secondly, the patriarchal family is considered as the basis for the subordination of women - wherein women are confined to their homes and they do not possess any economic independence or occupational freedom. Other factors responsible for gender inequality as per the Marxist theory are legitimisation of the patriarchal family and the emergence of a private property and exploitation of women. Thus, the Marxist feminist argues that women are unequal to men because of class oppression, inequality of property, labour exploitation and alienation and not due to any basic or direct conflict of interest between men and women.

Expansionist Theory

In order to understand the reality of today's society, the Expansionist theory is an attempt to fill this theoretical gap by articulating an inductive theory of gender, work and family (Barnett, 2001). This theory consists of four basic principles that are derived and tested empirically. The issues of gender, work and family have been addressed by the first three principles directly whereas the broader issue of men and women's nature has been addressed by the fourth principle which in turn has implications for a better understanding of work, family and multiple roles. According to the first principle of the Expansionist theory, multiple roles are beneficial to both men and women. For women, participating in a work role is proved to be beneficial while for men, adding or participating in family role is proved to be beneficial. The idea that strong commitment to one role does not reduce strong commitment in another role is one of the consequences of the facilitation that occurs when men and women occupy home and work roles. The second principle of this theory suggests that a number of processes such as buffering, added income, increased self-complexity, similarity of experiences, expanded frame of reference and gender-role ideology contributes to the beneficial effects of multiple roles. The third principle of the Expansionist theory states that multiple roles are beneficial only under certain conditions.

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Depending on the number and time demands of roles, the benefits of multiple roles can be seen. Overload and distress are likely to occur beyond certain upper limits. In comparison to the number of roles or the time spent on a particular role, quality of role is considered to be important for health. Multiple roles can also provide opportunities for failure or frustration just as they provide opportunities for success especially in terms of sexual harassment, low-wage work and discrimination at the workplace. The fourth principle argues that psychological gender differences are not immutable or large in general. The differences in personality of men and women do not force them to enact in highly differentiated roles. It can be noted that current historical period have been reflected by these four principles and thus it can be seen that current values and norms are useful in shaping these principles. Role practices can be affected by cultural norms which in turn can be responsible for affecting the subjective role quality and capabilities. However, these four principles need to be amended if there is a change in cultural norms. In addition, this particular historical period has been reflected by current definitions of social roles (i.e. interpersonal patterns of rights and obligations). These four principles need to be revised if there is a change in the practice associated with roles. Finally, with a change in experiences, expectations and context; a change is likely to occur in the abilities and personality characteristics required by certain roles which in turn are related to cultural definitions and historical period. Even though the expansionist theory may prove to be beneficial in providing a better framework for future policy and research, it is culture and time-bound. Thus, it cannot be considered as a universal theory.

Previous Studies Related to Work Life Balance And Productivity

An Exploration of the Effects of Work Life Balance on Productivity

 Abstract: Work-life balance is now an important determinant for more workers in attaining a thriving career. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress. Such circumstances impact on workers physiologically and psychologically. Hence, it is crucial for employees to maintain a sturdy stability between work and their private lives. For the employers, work-life balance of employees is a central means in formulating appropriate strategies to tackle work-life imbalance concerns. This paper studies

the result of work life balance (WLB) on employee productivity and how Nigerian workers handle the inauspicious working situations and coordinate their work and family lives. It explores the connection between work life balance (WLB) practices and organizational productivity and whether WLB practices possibly decreases employee turnover and absenteeism. It also scrutinizes work-life balance challenges faced by workers and methods of enhancing work-life balance practices amongst employees. The paper posits that work-life balance options should be fashioned to facilitate employees balancing their work and personal lives. Work-life balance it is not a quandary to be determined once but a constant concern to be managed. For organization goals to be achieved through the people employed, work-life balance concerns must become a crucial feature of human resource policy and strategy. Management must build a profound endorsement of people and their roles, to fashion a satisfying, extraordinary and self-motivated work environment.

A Study On Work Life Balance Of The Employees, At Bosch Ltd, Bangalore

Abstract : Work life balance is one of the key factors for the employees to achieve success. Organisations have devised various plans, policies, programs to help their employees to achieve the balance between their work commitments and family responsibilities. Certain policies are statutory while others are voluntarily implemented. The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. The present paper intended to study the managerial level employees work life balance in Bosch Ltd, Bangalore. The study collected the data from 60 respondents. Tested hypothesis by adopting statisctical techniques like regression, ANOVA. The study found that work responsibilities negatively impact the personal life of employees. The factors like overtime, travelling to work, meetings and training after the working hours impact the work life balance of the employees Key words: factors, personal life, job performance, flexible working hours.

Impact of Work-life Balance on Employees Productivity and Job Satisfaction in Private Sector Universities of Pakistan

Abstract : The objective of this research paper is to discuss the nature of work and family policies in Pakistan's environment particularly in Education Sector. There are 133 universities in Pakistan, of which 73 are Public sector universities and Private universities are 63 which are functioning under Higher Education Commission of Pakistan. This study will further assess that how different Educational sectors in Pakistan have approached the work life balance agenda and examines the actual outcomes for both the employees and the employers. Employees can achieve a healthy balance between work and family life through flexible working arrangements. Results of this study will be beneficial for organizations to better choose the policies to formulate, therefore helping organization to increase the effectiveness and productivity. There is a positive moderate relationship between job satisfaction and work-life balance; which suggests that universities should focus their efforts on formulating and implementing work-life balance policies. the questionnaire to tell partakers the rationale of this study, which is to evaluate employees work related approach on family friendly/work-life balance policies execution among different universities of Pakistan Chi-square test and regression analysis was conducted to examine the strength of relationship between work-life balance policies and employees job satisfaction.

Study of Work Life Balance @ CCIL (India), Noida

Abstract : With the increasing levels of stress in the work life and at the same time necessity to manage the household has given tremendous boost to the concepts like work life balance (WLB). Earlier WLB was considered to be solely women's prerogative but a number of studies and surveys have nullified this gender biased perception of WLB. In fact now it is considered to be equally important for both males and females. Companies have begun to realize how important the work-life balance is to the productivity and creativity of their employees. Researches have shown that those employees who were more favourable toward their organization's efforts to support work-life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction. Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of part-time, casual and telecommuting work. This study is focussed on

the employees of Carbon Continental India Ltd (CCIL) NOIDA. It aims to explore the employees perception about WLB in their organization and their agreeableness with it.

A Study on the Determinants of Work-Life Balance of Women Employees in Information Technology Companies in India

Abstract : This research article identifies certain factors that strongly impact the work–life balance (WLB) of women employees in information technology (IT) companies in India. These factors are related to the challenges and enhancers to the professional and personal lives of 186 women working in various IT companies in India. The study also identifies the impact of social media (SM) in their work lives. Based on an extensive review of the literature, a set of 42 factors relating to WLB is grouped into five constructs, namely, professional challenges, personal challenges, SM involvement, professional enhancers and personal enhancers. Exploratory factor analysis is used to extract the highly impacting factors. The results show that the personal enhancers of WLB, such as regular exercises and fitness schedule, yoga and meditation, balanced diet as well as good sleep and involvement in the hobbies, loaded the heaviest as the most impacting factors; working from home heavily impacts as a professional enhancer in the WLB of women. The second heavily loaded component is comprised of personal challenges, such as inadequate self-attention, insufficient time spent on elders and children, feeling depressed or suffering with hypertension along with a professional challenge of extended or odd working time. We find that irrespective of challenges or enhancers, personal factors are perceived to be more impacting than the professional ones. Interestingly, the study shows that SM involvement has no significant impact. It is neither considered as a challenge nor an enhancer to the WLB.

Work-Life Balance And Its Effect On Employee Productivity (A Case Study Of Merchant Bank)

Today, work-life balance has become an increasingly pervasive concern to both employers and employees of most organisations. Work-life balance which primarily deals with an employee ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee productivity, performance and job satisfaction. Where there is proper balance between work and life, employees tend to put in their best efforts at work, because

their family is happy. Most research studies have shown that when there are happy homes, work places automatically become conflict free and enjoyable places to be. Increasing attrition rates and increasing demand for work-life balance have forced organisations to look beyond run of the mill Human Resources interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes have become a significant part of most of the company benefit programmes and compensation packages.

Impact Of Work-Life Balance On Performance Of Employees In The Organizations

Abstract: The need of the hour is to devise proper balance between work and life. Curriculum activities can be a part of job and proper working conditions further help establishing work-life balance. The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. This paper is aimed towards understanding the meaning of work-life balance in the context of employment relations and knowing the importance of work-life balance for employers and employees. The target population comprises of two hundred regular employees of the different branches of HDFC Bank, Bajaj Alliance, and Punjab National Bank situated in Jammu City of the J & K State. The findings indicate that work-life balance approach is positively associated with employees' performance in the organisation and is applicable through joint efforts of the employees and employer

Work Life Balance And Employee Performance In Selected Commercial Banks In Lagos State

Abstract: The study examined work life balance and employee performance in selected commercial banks in Lagos state. The problem identified in this study is poor working organizational culture in the commercial banks which may not encourage various types of work life balance practices. The specific objective of this research is to determine the extent to which leave policy affects service delivery which is also in line with the research question and hypothesis. The research adopts a descriptive survey research design, the population of the study

is 759 and the sample size is 262 using Taro Yamane's formula. 262 copies of structured questionnaire was distributed and completely filled and returned. Pearson product moment correlation and regression analysis was used to test the hypothesis. Cronbach alpha was used to test the reliability of the instrument. It was discovered that there is a significant positive relationship between leave policy and service delivery. The findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance. The researcher recommends that managers of these commercial banks should prioritize creating different work life balance incentives that will improve employee performance.

Work Life Balancing And Its Effect On Employee Productivity

Abstract: Work-Life Balance is increasing interest in academic literature, legislation and public sector. It is meaningful daily achievement and enjoyment in life. Organizations have started introducing various schemes to attract, retain employees and productivity. Majority employers support the work –life balance concept. Work-life balance which primarily deals with an employee's ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee productivity, performance and job satisfaction. Where there is proper balance between work and life, employees tend to put in their best efforts at work, because their family is happy.

The researcher used Merchant bank, Koforidua branch as a case study to find out the effects improper work-life balance has on the performance of employees in an organization.

Concerning methodology, data used in compiling this research were gathered from both primary and secondary sources. The management and employees of Merchant bank were issued questionnaires. Text Books, Magazines and News Papers on work-life balance were also used in compiling this research.

Influence Of Work Life Balance On Employee Productivity In Kenya; A Case Of Milimani Law Courts Nairob

Abstract: The changing economic conditions and social demands have changed the nature of work throughout the world. A good balance in work and life can play a phenomenal role in the attainment

of personal and professional goals. It has been established employees report that work is a significant source of stress and they typically feel tensed or stressed out during the workday. Ideally, the Work Life Balance concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job dissatisfaction, are minimized or avoided, flexible schedules and leave programs are stressing out many employees, reducing their job performance and productivity as well as causing broken homes. The purpose of the study was to establish the influence of work life balance on employee productivity in Kenya. The study adopted descriptive survey and case study design. The study targeted 200 employees at Milimani Law Courts, Nairobi. A sample of 67 employees of the target population was considered by use of stratified sampling method. The primary data was collected through the use of questionnaires and secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with help of SPSS version 21 and MS excel. The study findings showed that independent variables contributed 77.10%, significantly and positively to employee productivity at judiciary. Flexible working schedule was the most significant factor and had a positive significant relationship at 5% level of significance.

Conclusion

The work family interface has, increasingly, become a topic of interest in the field of research with regard to greater participation of women in the labour market, increasing number of dual-earner families as well as significant and drastic changes occurring in the workplace. Several theoretical models have been constructed to understand the relationship between work and family. These models vary accordingly in terms of their underlying assumptions, their emphasis on the nature, degree and direction of the relationship between social systems and the nature and magnitude of system impact on the individual. However, gender remains integral to any discussion with regard to intersection between personal and professional life. Different theories on work-family issues have tried to justify a highly gender-segregated division of labour in the family and the workplace by assuming pervasiveness of large gender differences in ability, social behaviours

and personality. The manner in which gender identities are continually reconstructed can be understood by exploring the boundary between male domain of work life and female domain of family life. The woman's role in the family have always been emphasised by social pressures, consolidated in common cultural practices, by which men tend to offer support in terms of being side-by-side rather than actual sharing of housework. Thus, women still continue to carry the major burden of family and caring responsibilities even though their participation in the workforce is widely accepted. Although work-family conflict is experienced by both men and women, more conflict has been reported by women due to spending more time on work and family activities. In summary, the different perspectives with regard to work-family balance which is evident in the literature depicts a similar connotation of balance, that is, juggling and managing multiple roles successfully despite their variations especially for women.

CHAPTER 2

PROFILE OF THE INDUSTRY

INDUSTRY PROFILE

HOSPITALITY INDUSTRY in KERALA

The land of coconuts, God's Own Country, was an untapped beauty in the southern tip of the subcontinent. Tourism in India then meant only the Golden Triangle of Agra-Jaipur-Delhi, or at best the Himalayas. Fifteen-years ago, Kerala woke up. The state, spearheaded by Kerala Tourism, decided to seduce the tourist with its natural beauty, grace and charm.

Now, Kerala attracts 5.8 million tourists, a large number of them foreigners. It generates an income of Rs. 49,310 million and attracts more than 50,000 visitors from the United Kingdom. French and Germans find it alluring. In the first half of 2003 (January - July) Kerala recorded a 27% increase in arrivals – arrivals from France shot up by 22.8%, from Germany by 18.61% and from the UK by 8.64%. The enchantment of Kerala ensured increasing tourist flow despite September 11 and the SARS threat. While India suffered a fall in tourist arrivals by 11.14% across 2000/02, Kerala achieved an impressive growth of 10.78% during the same period.Kerala's beauty has proved enticing to Western Europe. The message is spreading across Russia and CIS countries. Tourists from Singapore, Malaysia and UAE find the state an attractive destination. The state, thanks to the vigorous efforts of Kerala Tourism, has now emerged as one of the top travel destinations in the world.

Achievements

Kerala is the preferred destination for celebrities – Paul McCartney and Heather Mills have been here. Paul summed up his experience – "Truly God's own country". Heather was certain that they would visit again. The deluge of acclaim is overwhelming. National Geographic Traveler called it "One of the ten paradises of the world". Weekend FT – London, said that this is "Where the smart traveller goes". Travel and Leisure – UK,

classified it as "One of the hundred great trips of the 21st century". The New York Times said that this is "Where India flows at a relaxed pace". Time magazine was succinct, "Kerala is worth the trip".

Kerala was the first state in India to receive the status of Partner State of the World Travel and Tourism Council in 2000. Along with Hawaii and South Carolina, Kerala has joined the exclusive club of sub-national economies that have implemented Tourism Satellite Accounting (TSA). Kerala Travel and Tourism demand is expected to grow by 11.6% per annum over the coming decade. This is the highest expected growth rate in the world.

Kerala is not just the number one tourist destination in India, it is also the country's most up-market tourist destination. The shift from mass tourism to quality tourism is one of the key achievements of Kerala Tourism. Realising that only a refined, mature audience can ensure the sustainability of this nature-dependent destination, the focus shifted about a decade ago to quality tourism. The aim was to dissuade the backpacker-hippie culture that invaded Kovalam in the late 1970s and early 1980s. Kerala Tourism added new destinations like Kumarakom and Munnar, launched innovative products like houseboats, tree houses and ayurvedic rejuvenation. It enticed up-market tourists through the tourism-trade in strong emerging markets abroad – London,

Paris, Berlin, Frankfurt and the Middle East. The rapid increase of excellent tourism infrastructure gave further impetus to this drive.

Kerala Tourism has won many international awards. To name just a few, the PATA (Pacific Association of Travel Agents) International award for marketing; the PATA Grand award for Heritage; and India Tourism's award for the best performing State in India three times in a row.

History

Tourism in Kerala developed through government-led private enterprise. The early 1980s saw large numbers of Keralites going abroad to work. This exodus resulted in many travel agencies mushrooming all over the state. The emerging travel trade spotted the opportunity in in-bound tourism and thus started rolling the wheels of fortune. Successive governments, irrespective of ideology differences sensed the tremendous potential of tourism and went all out to promote the destination, attract investments and create the right environment for this industry to grow and flourish. Tourism secured industry status in 1986. Today, tourism has emerged as the most stable and best performing industry in the state, which generates over 1 million skilled, semi-skilled and unskilled job opportunities. The sector attracted an average of Rs. 5,000 million every year for the last five years.

Product

Right from the start, Kerala made steady progress. A unique mix of inherent advantages, innovative products, a dynamic tourism-trade community and sustained government support have made Kerala the number one destination in India in a very short time.

Kerala is a highly advanced society, often compared with California in terms of development indices. Kerala has 100% literacy, excellent health care facilities, a healthy male-female ratio, lowest pollution and a peace loving, friendly, environment-conscious people. English is easily understood. All these inherent advantages worked like magic when Kerala wooed select domestic and international markets.

Out of its diverse portfolio of nature-based tourism products, three – backwaters, ayurveda and culture – all unique to Kerala, attract most of the tourists. Beaches and hill stations come next in the order of preference. The one great advantage that Kerala offers is that the traveller can move from one theme destination to another in just a few hours. Enchanted, the traveller ends up spending more time in Kerala than he would in any other destination. Ayurveda – practised to perfection only in Kerala – is another major draw. Many travellers spend three weeks here for rejuvenative and therapeutic packages.

The tourism trade in Kerala tracked the subtle changes in the travel industry and responded effectively. Earlier, tourists wanted to see and understand – now they want to experience the destination. They want to stay in a traditional Kerala

'tharavad' (ancestral home), to sit on the floor and to savour traditional meals from the plantain leaf using their fingers. They want to ride elephants; they want to go out to sea with fishermen on their catamarans. Today, Kerala caters to the 'experience' tourist.

Recent Developments

In an attempt to turn around the traditionally lean monsoon season, Kerala started promoting Ayurvedic rejuvenation, which follows 5000-year-old texts. It is most effective during the

monsoon. In addition to rejuvenation, the romance of the monsoon is also turning out to be a draw. The almost zero occupancy levels during June - July is now history. The Department of Tourism records show a 43% increase in traffic in 2003.

Kerala has also started to successfully tap the MICE (Meetings, Incentives, Conventions and Exhibitions) market. Today, many global brands host their corporate brainstorming sessions and conferences here. Medical tourism is also on the rise.

In order to maintain quality, Kerala Tourism introduced classification and branding of products and services like houseboats and ayurvedic treatment centres. Eco-certification programmes were launched for resorts and hotels. Kerala is also focusing on heritage tourism in a major way – history walks take one around sites that reflect the state's rich culture and heritage.

Kerala was the first state in India to formulate and implement a Conservation, Preservation and Trade Bill to facilitate sustainable growth and quality control.

Promotion

The growth of Kerala as a brand started with the positioning of the destination as 'God's Own Country' in the late 1980s. It was during the same period that the first national campaign was released. Initially, the campaigns just depicted the breathtaking beauty of Kerala.

As specific products evolved, the campaigns became product specific – houseboat holidays on the backwaters, ayurvedic rejuvenation etc. Eventually, with

the brand having gained tremendous equity in key markets, Kerala Tourism launched one of its most successful campaigns – a campaign that was centred around how Kerala works on you, makes you beautiful, turns you into a poet and gives you a new lease of life. This print campaign was nominated for the ABBY award for creative excellence and the 60 second commercial won the ABBY silver.

Kerala's multi-pronged promotion coupled with healthy public-private partnership and joint participation in all the major international travel and trade fairs have played a key role in building and sustaining the brand. Regular road shows have helped. Kerala Tourism's investments in familiarization tours for leading tour agents and travel writers have also gone a long way to open up the destination. Celebrity endorsements by people like M F Hussain, who did a series of paintings on Kerala added to the brand value.

Kerala Tourism initiated the first-ever bi-annual international travel mart focussing on a single state in the year 2000 – the Kerala Travel Mart (KTM). Close on the heels of KTM, Kerala

Tourism launched the Malabar Travel Mart, targeted at promoting the hitherto untapped potential of north Kerala.

In an attempt to convert Kerala into a hub of tourism centric activity, the state launched the India International Boat Show, the only boat exhibition of this stature in South Asia.

An annual event, the Boat Show brought in exhibitors and buyers from all over the world. Kerala Tourism also initiated a 24-hour toll free number, created an informative web site and resorted to web banner advertisements in leading portals.

Kerala was the first state in India to create a strategy document – Tourism Vision 2025. The document serves as a guide for all key tourism developmental activities in a 25-year span.

Brand Values

Kerala is today the most sought after and most trusted tourism brand in India. It is sought after for its breathtaking natural splendours, the zillion shades of green, endless peace and innovative tourism products; trusted for its transparent quality control systems, eco-friendly practices and a long-term approach to tourism as well as the tourists.

Kerala has the oldest religious footprints in the Indian subcontinent – the oldest church, mosque and synagogue are here. In fact, Christianity is believed to have reached Kerala in AD 52, even before it reached Rome.

Vasco da Gama landed in Calicut, Kerala in 1498 on his voyage to discover America and found a new trade route.

A Kumarakom backwater holiday inspired the Indian Prime Minster Atal Behari Vajpayee to pen the famous 'Kumarakom Musings'.

The Globe Theatre in London has staged the Kathakali version of Shakespeare's King Lear. Kathakali, is the renowned dance drama of Kerala.

UNESCO picked Koodiyattom, another art form of Kerala, as "a masterpiece of the oral and intangible heritage of humanity".

CHARACTERISTICS OF HOTEL INDUSTRY

A Hotel is a funny industry. Almost every businessman uses their services, but a few know how they really work.

Never before has the hotel industry's bottomless bulged so much from the boom in tourism, business or otherwise. Though the fact remains, the hotel industry depends on the tourism sector.

The major characteristics of Hotel Industry are:

The Hotel Industry is a labour intensive requiring skilled labour, being a service-oriented industry.

The industry is also highly capital intensive due to soaring real estate prices and has a gestation period of 3 to 5 years.

The industry is seasonal in nature, especially for hotels in tourist places where the occupancy rate touches 100% in peak season and 30-40% in off season.

Most of the approved hotels have collaborations with foreign hotels and have Franchise agreements with international hotel chains.

In India, hotels can be broadly classified in two categories viz. Approved by Department of Tourism (DOT), Government of India and non approved hotels. Hotels are categorised into a number of segments. The Department of Tourism has assigned ratings to the hotels from 1 star to 5 star deluxe depending on the facilities offered.

Department of tourism has also added one more category of Heritage class hotels which comprises old palaces converted into hotels.

Hotels have various working codes. These are referred to in packages designed for the consumers:

1.   Category of Rooms

i) (a) Normal   (b)Deluxe   (c)Executive

(d) Suite   (e)Deluxe Suite (f) Presidential Suite

(g) Elite   (h)   Classic   (i) Comfort

ii) Air-conditioned or Non Air conditioned rooms.

2.   Plans of Hotels

Hotels have various Meal plans which they work on:

EP (European Plan) Room only basis

CP (Continental Plan) Room plus Breakfast basis

MAP (Modified American Plan) Room Plus Breakfast, plus one meal i.e. launch or Dinner. Also called Half Board.

AP (American Plan) Room plus three meals (Breakfast, launch & Dinner). Also full board.

3.   Tariff of Hotels are presented as follows:

FIT (Free Independent Traveller). This is applied for individual travelling.

Human Resource Strategies in Hospitality Industry

The subject matter of personnel policies is as wide as the scope of personnel management. In most companies, polices are established regarding various functions of personnel management which are as follows:

Employment: All policies concerning recruitment, selection, and separation of employees are included in this function. Employment policies should provide clear guidelines on the following points:

Minimum hiring qualifications.

Preferred Reservation of seats for scheduled castes, scheduled tribes, handicapped persons and ex-servicemen.

Employment of local people and relations of existing staff.

Reliance on various selection devices such as university degrees, tests, interviews, reference checks, physical examination, etc.

Basis (length of service or efficiency) to be followed in discharging employee.

Probation period.

Layoff and rehiring.

sources of recruitment.

Training and Development:

Attitude towards training- whether it is regarded as a device overcome specific problems or as a continuing relationship between superior and subordinate.

Objectives of training

Opportunities for career development.

Basis of training

Methods of training - on the job or off the job.

Programmes of executive development.

Orientation of new employees.

Transfer and Promotions:

Rationale of transfer.

Periodicity of transfer.

Promotion from within or outside the organisation.

Seniority required for promotion.

Relative weightage to seniority and merit in promotion.

Seniority rights.

Channels of promotion.

Compensation

Job evaluation system.

Minimum wages and salaries.

Method of wage payment.

Profit sharing and incentive plans.

Non monetary rewards

Executive stock option plan

Procedure for getting pay

Whether to pay prevailing or more than prevailing salary scales.

Working Conditions:

Working hours.

Number and duration of rest intervals.

Overtime work.

Shift work.

Safety rules and regulations.

Leave rules.

Employee Services and Welfare:

Types of services - housing, transportation, medical facilities, education of children, group insurance, credit facilities, purchase of company's products at discount, company stores, social security, etc.

Financing of employee services

Incentives to motivate.

Industrial Relations:

Handling of grievance

Recognition of trade union.

Suggestions schemes.

Discipline and conduct rules.

Workers' participation in management.

Employees' news sheet and house journals.

PRESENT MARKETING STRATEGIES OF MAJOR PLAYERS

As occupancy rates is premium hotels drop, and the demand for mid range and budget hotels is growing, most hotel chains are now turning to the less glamorous segments for growth. Falling occupancy rates, at an average of 10-15% in the past year, has made it clear that hotels can no longer rely on their premium categories alone to rake in the kind of money that they were:

Consider the case of ' The East India Hotel' owned Oberoi chain of hotels, that is investing Rs. 1500 crore over the next four years. The thrust of this investment will be for leisure destination properties & budget hotels in Jaipur, Cochin, Delhi, Udaipur, Mysore, Madras, Coimbatore, Varanasi Jaisalmer & Jodhpur.

When East India hotels, which is known for its strictly luxury - oriented hotels, concentrates the better part of its future investment on the budget segment, it implies that, while on the micro level, the hotel majors are chalking out strategies to counter the slump with aggressive marketing by the way of discount & freebies, on the macro level, a distinct trend is shaping up. The trend is - Hotel majors are looking towards expanding their base hence, looking down towards the mid-market category.

The Taj Group of Hotels, part of the Indian Hotel Company Limited (IHCL), has definite future plans for its Gateway & Residency brand to keep pace with its competitors. Its Rs. 800-900 crore, 5 year expansion plans includes the setting of one hotel in Rajasthan.

In a market a particular service industry does marketing based on three basic strategies. They are:

DIFFERENTIATION

SERVICE QUALITY

PRODUCTIVITY

Differentiation

This can be done through:

Offer

Delivery

image

The offer can include innovative features to distinguish it from competitor's offers. What the customer expects is the primary service package and to this can be added secondary service features.
E.g., the high-tech travelers can be provided with computers, fax machines, e-mails, by a hotel in their accommodation.

A service company can distinguish its service delivery quality by having more able and reliable customer-contact people than its competitors.

E.g., in a hotel, a more attractive physical environment can be developed in which the services are delivered.

Service companies can also work on differentiating their image. They often do this through symbols and branding. E.g., the Taj Group of Hotels have their own symbols which they use in their stationery, crackers, bed-sheets, advertisements and incluvery tangible that is included in their service.

Hotels Low Occupancy in a Row

IT was a year of waiting for the Indian Hotel Industry - for the guests who never came and the Government that dithered and stumbled as it tried to put forward a tourism policy to lure foreign tourists to India.

The year saw the red carpet rolled out for foreign tourist with their dollars but only 2.55 million of them are expected to touchdown by the end of the year as per the Government estimates - a dismal performance by any standards.

With the turn around in the economy in the second half of the year and a new Government installed things will hopefully be better in the new year as foreign investment creeps up slowly.

A silver lining was offered by the domestic tourists whose number continued to swell as the Indian middle-class zig zagged across the country discovering and rediscovering the eternal tourist dream foreign Indian hoteliers to recognise the home market.

This could be gauged from the fact that hoteliers. Including the big hotel chains, have started focussing on budget hotels and four-star hotels exemplified by the Trident Hotels. Major hotel groups have also been on an expansion and revocation spree during the year in preparation for better times in the new millennium. Like ITC Hotels is currently expanding its Maurya Sheraton Hotel in New Delhi besides planning to open one more five-star hotel in the Capital and also in Mumbai by the middle of next year.

The year also witnessed major international chains setting up shops in India as the Marriott in Goa readies itself for an opening by the end of this year.

The Hilton, Chennai, heralded the return of the American hotel major even as the Radisson group expanded its presence in India through several sub-brands.

Along with this, all major chains have also expressed interest in acquiring stake in the Government-owned India Tourism Development Corporation (ITDC) managed hotels which have been put on the block for sale.

The New Year will have to see the Government take a final decision on this front if it wants privatisation in the sector to take off.

Several States have shown considerable progress on this front, especially Madhya Pradesh which has already put up various properties for long term lease to the private sector as the State Government takes on the role of facilitator leaving actual management of the hotels and resorts to the private entrepreneur.

Another problem which remains unresolved during the year was the open sky policy which the entire tourism sector has been advocating to bring in foreign tourists.

Hotel Occupancy Decreases

The Indian Hotel Industry has registered a fall in occupancy levels from 52.2 per cent in 1999-2000 to 49.7 in 2000-01. While average room in the same period increased by 2.7 per cent, a decrease in revenues of 2 per cent in 2001-02 was recorded.

Inspite of falling revenues, the Indian Hotel Industry showed an inability to manage departmental operating expenses such as rooms, Food and Beverages, telephone etc., with these expenses rising 10.2 per cent during this same period.

Undistributed operating expenses like administration, marketing, operation and maintenance too were uncontrolled and rose by 10.9 per cent.

Food sales showed a growth of only 0.1 per cent, perhaps reflecting the supply and popularity of independent restaurants in many Indian cities, as well as consumer resistance to the exorbitant pricing and tax levels at in-hotel restaurants. Telephone revenue showed a fall of 8.7 per cent, reflecting the increasing use of E-mail and mobile phones.

"In the changing market scenario in the country the hospitality industry has to demonstrate an ability to drastically cut costs and improve productivity otherwise many hotels will soon find their existence threatened. There must be paradigm shift towards a value proposition to consumers and the industry must reinvest itself in terms of product, service and pricing.

The government must rationalise tax structure, which in some cases as high as 40 per cent.

The significance due to reliability and viability of the database drawn from the audited results of participating hotels form almost all the major

CHAPTER 3

RESEARCH METHODOLOGY

Research- Definition

Research is defined as human activity based on intellectual application in the investigation of matter. The primary purpose of applied research is discovering, interpretation and the development of methods and system for the advancement of human knowledge on a wide variety of scientific matters of our world and the universe.

According to Clifford Woody "Research comprises of defining and redefining problems formulating hypothesis or suggested solution, collecting, organizing and evaluating data making deductions and reaching conclusions to determine whether they fit for the formulating policies."

Title of the Study

"Work Life Balance in the Hospitality Industry of Kerala"

Objectives of the Study

➢ To study the work life balance and its effect on productivity with special reference hospitality industry of Kerala
➢ To study the socio, economic and demographic profile of the respondent
➢ To analyse the factors affecting work life balance and productivity
➢ To access the work life balance of the respondent
➢ To evaluate how work affect the family life and productivity

Scope of the Study

The study on work life balance throws light on the balance maintained by the employees between their work and lifestyle. Work and life are two most important priority of any

person and problems arise when there is an imbalance between these two. If work and life is not properly balanced it can adversely affect each other and can increase job dissatisfaction, affect family relations, stress related diseases and also productivity of the firm. The study can help the organization in improving the work life balance of employees and thereby advance their overall performance and production. When the firm takes more care about the work life balance of the employees, they may improve they performance and thus the profit of the firm increases. Also the employees can understand more about the importance of balance between work and lifestyle. Therefore it is important to have a research study on work life balance of employees.

Universe - Definition

Population or Universe is the aggregate of all elements possessing certain specified characteristics which need to be studied and defined prior the sample population.

The universe can be finite or infinite. In finite universe the number of items is certain, but in case of an infinite universe the number of items is infinite, i.e., we cannot have any idea about the total number of items. The population of a city, the number of workers in a factory and the like are examples of finite universes, whereas the number of stars in the sky, listeners of a specific radio programme, throwing of a dice etc. are examples of infinite universes.

Total population for the study constitute employees in hospitality companies of Kerala.

Sampling Technique Used

Stratified Random Sampling - Definition

A stratified random sample is obtained by separating the population units into non – overlapping groups called strata, and then selecting a random sample from each stratum.

In stratified random sampling, the population is first classified into different segments (stratums) based on common characteristics. The sample selection under this method can be also of two types; proportionate sampling and non-proportionate sampling. In proportionate sampling,

proportionate representation is given to the stratums in the total sample size. In the other non-proportionate sampling, equal representation is given to each stratum in the total sample size.

In this study respondents are selected using stratified sampling by diving them into stratum based on their designation. The respondents are stratified into 4 categories; managerial level, administrative level, supervisory level and trainees. Respondents are selected using non-proportionate sampling.

Sample Size

This refers to the number of items to be selected from the universe to constitute a sample. This a major problem before a researcher. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. While deciding the size of sample, researcher must determine the desired precision as also an acceptable confidence level for the estimate. The size of population variance needs to be considered as in case of larger variance usually a bigger sample is needed. The size of population must be kept in view for this also limits the sample size. The parameters of interest in a research study must be kept in view, while deciding the size of the sample. Costs too dictate the size of sample that we can draw. As such, budgetary constraint must invariably be taken into consideration when we decide the sample size.

The whole number of sample unit on which survey is conducted is known as sample size. In this survey the sample size is 60 employees.

Type of Data Used

Primary Data - Definition

Primary data are that which are collected fresh for the first time and thus happens to be original in character. It is the first hand information that an investigator himself collects from the respondent.

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Sources of Primary Data

Most of the data collected is primary data through questionnaire method, where the information or data is collected from the respondent.

Secondary Data - Definition

Secondary data is the information collected from those data which have already been obtained by some other researcher or author. It is the second hand information. It is the data obtained from various published sources.

Sources of Secondary Data

The secondary data is mainly collected from various text books, websites, journals and company reports.

Tools Used For Data Collection

Data collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results.

In this research the tool used for data collection is questionnaire. This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organisations and even by governments. In this method a questionnaire is given to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. The questionnaire is mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant

for the purpose in the questionnaire itself. The respondents have to answer the questions on their own.

Statistical Tools Used For Analysis

For the purpose of analysis different statistical tools are used, they are

- ➢ Graphs and Chart
- ➢ Percentage Analysis
- ➢ Chi-square Test

Limitations of the Study

- ➢ The main limitation of the study was the lack of time end of the study.
- ➢ The employees hesitate to give some information due to the fear that losing the relationship with the company.
- ➢ Since the respondents were employees and the study was conducted mainly during the working hours, employees could not respond properly.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

Analysis means the computation of certain indices or measures alone with searching for patterns of relationship that exist among the data groups. It is the critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationships among the variables relating to it. The data collected seems to explain what has been observed by the researchers in the course of study and provides as a theoretical conception.

In this chapter analysis and interpretation of data is presented. The data is collected through a structured questionnaire. The data is set in terms of objectives set and are following the analysis and interpretation of data as obtained from respondents.

Percentage Analysis

In this method the frequencies of various factors are tabulated and the percentage for each value with respect to the total is found out. They are presented pictorially by the way of graphs in order to have better understanding.

Percentage of respondent = <u>No. of respondents</u>   x 100

Total no. of respondents

Chi – Square Test

$$\chi_c^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

The chi-square test is an important test amongst the several tests of significance developed by statisticians. Chi-square, symbolically written as $\chi 2$, is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance.

As a non-parametric* test, it "can be used to determine if categorical data shows dependency or the two classifications are independent. It can also be used to make comparisons between theoretical populations and actual data when categories are used." Thus, the chi-square test is applicable in large number of problems. The test is, in fact, a technique through the use of which it is possible for all researchers to (i) test the goodness of fit; (ii) test the significance of association between two attributes, and (iii) test the homogeneity or the significance of population variance.

Testing Of Hypothesis

Hypothesis 1

Ho: The respondent is not satisfied in work life balance.

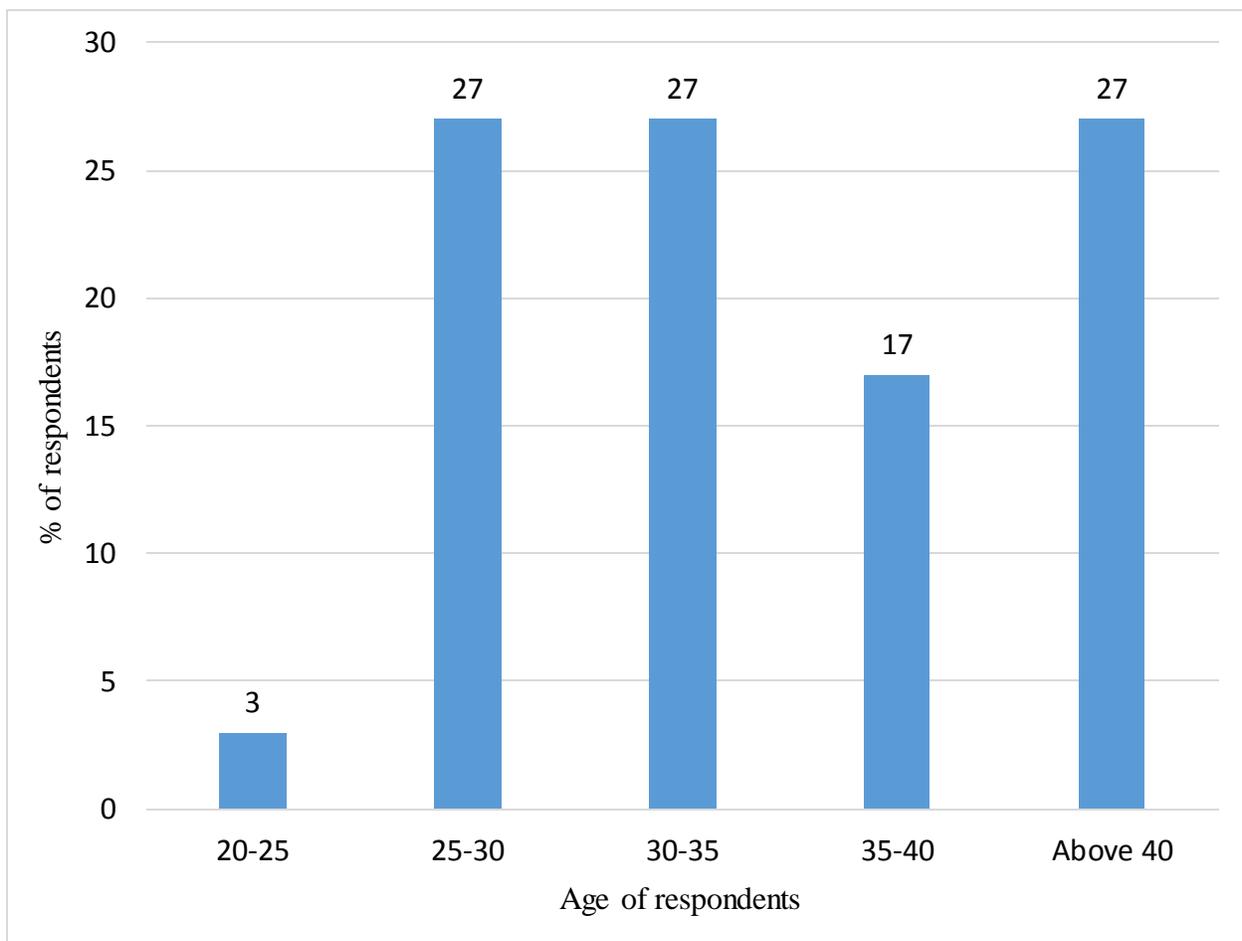**H₁**: The respondent is satisfied in work life balance.

Hypothesis 2

Ho: There is no significant relation between extended working hours and productivity.

H₁: There is a significant relation between extended working hours and productivity.

Figure 4.1(b)

Figure showing age of the respondents

Interpretation

From the above graph it is clear that the firm is concentrating more on experienced young people with age group from 25-35 and the people who are of the age above 40 are the senior staffs of the firm. Firm is not encouraging people between 20-25 to work because of less work experience.

Figure 4.1 (c)

Respondents based on gender
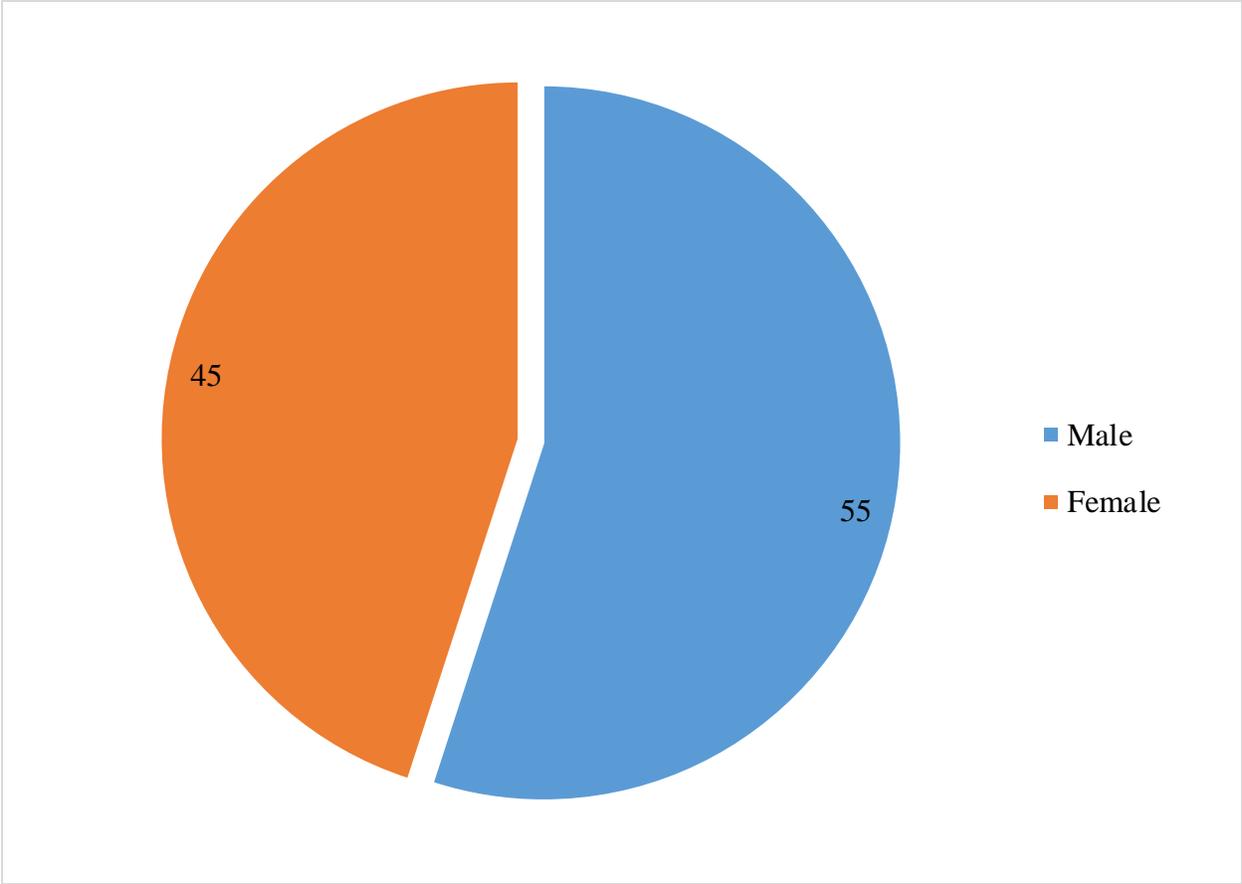
Interpretation

Majority of the employees working in hospitality sector are male (55%) and the rest 45% are females. From the above graph we can say that hospitality industry prefer more male workers as their employees. But there is not much difference between the percentage of male and female workers.

Table 4.1 (d)

Table showing marital status of respondents

Marital status	No. of respondents	Percentage
Single	18	30%
Married	42	70%
Total	60	100%

Interpretation

The above table shows that most of the employees are married (70%) and 30% of employees are single. Since most of the employees are married the working hours of the firm should be made flexible so that the employees can spend time with their family and also they can maintain a good work life balance which will result in the productivity of the employees.

Figure 4.2

Figure showing working hours of employees
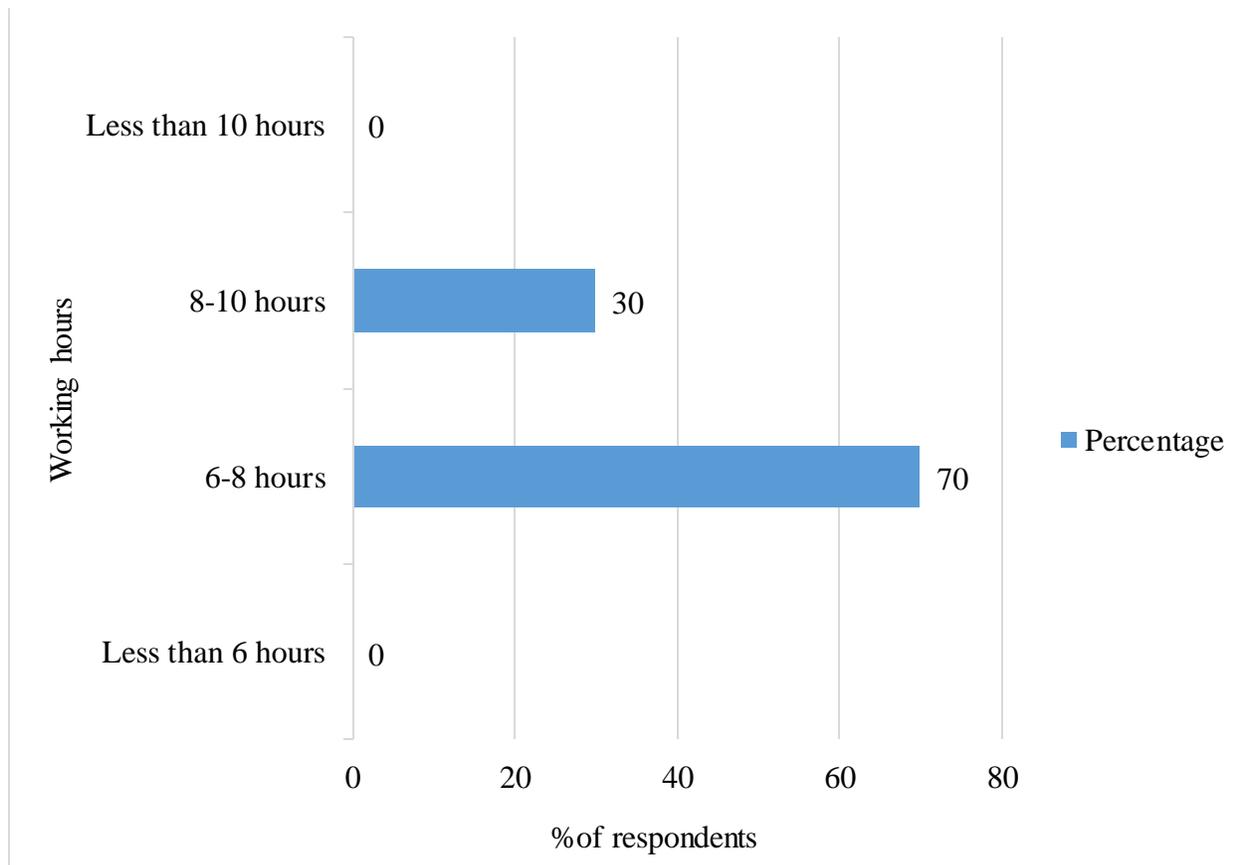
Interpretation

From the above graph it is clear that 70% of respondents work from 6-8 hours and 30% of respondents work for 8-10 hours. Therefore we can conclude that majority of the employees are working during the office hours but there are people who are working overtime. But nobody is working for more than 10 hours and less than 6 hours.

Table 4.3

## Table showing travel time of respondents to reach the work place

Time	No. of respondents	Percentage
Less than 1 hour	34	57%
1-2 hour	20	33%
2-3 hour	6	10%
Total	60	100%

Interpretation

Most of the workers (57%) of the firm are living nearby to the firm who take less than 1 hour to reach the firm. But 10% of the workers are coming from distant places who take 2-3 hours to reach the firm and rest of the workers (33%) has 1-2 hour travel.

Figure 4.4

**Figure showing how respondents missing family functions due to work**
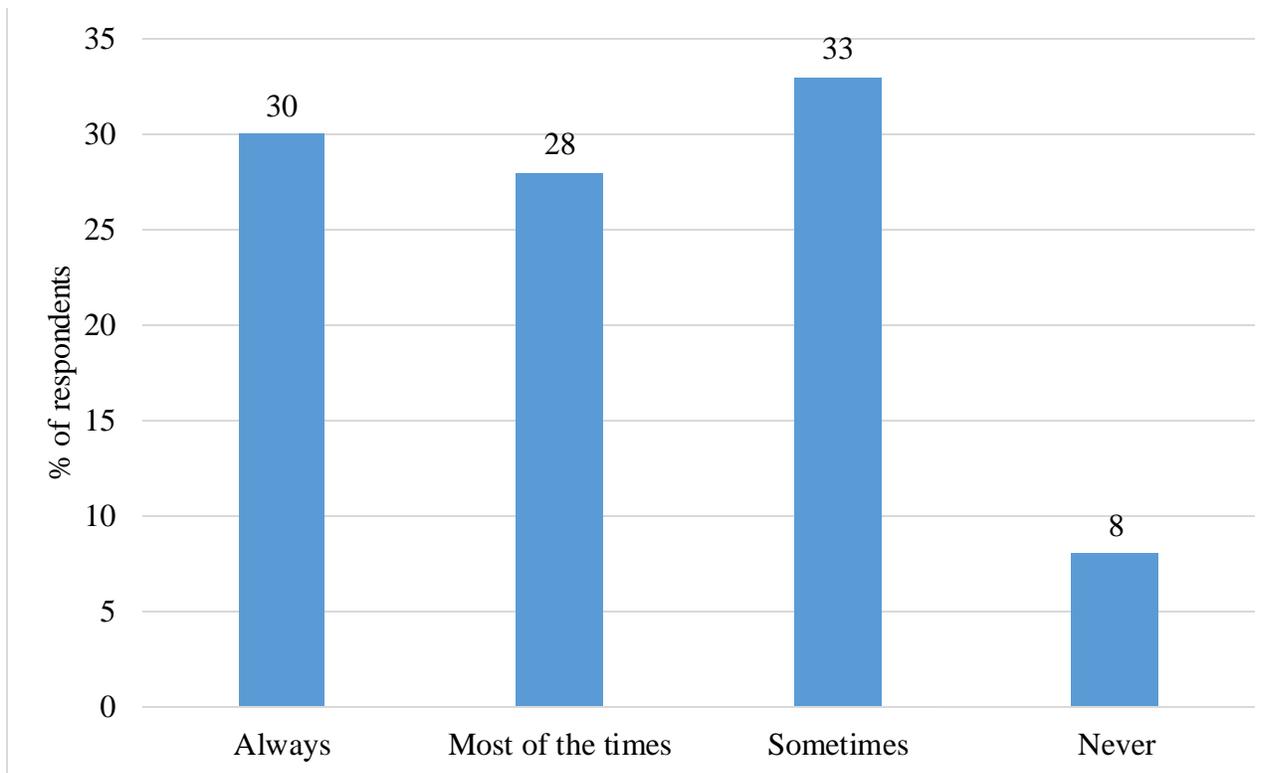
Interpretation

Around 90% of the staffs says that they miss their family functions due to work. Among this staffs are of the opinion that they miss their family functions always (30%), most of the times (28%) and sometimes (33%). But on the other hand 8% of the staffs says that they never miss their family functions due to work.

Figure 4.5

Figure showing time spend by respondents with their family
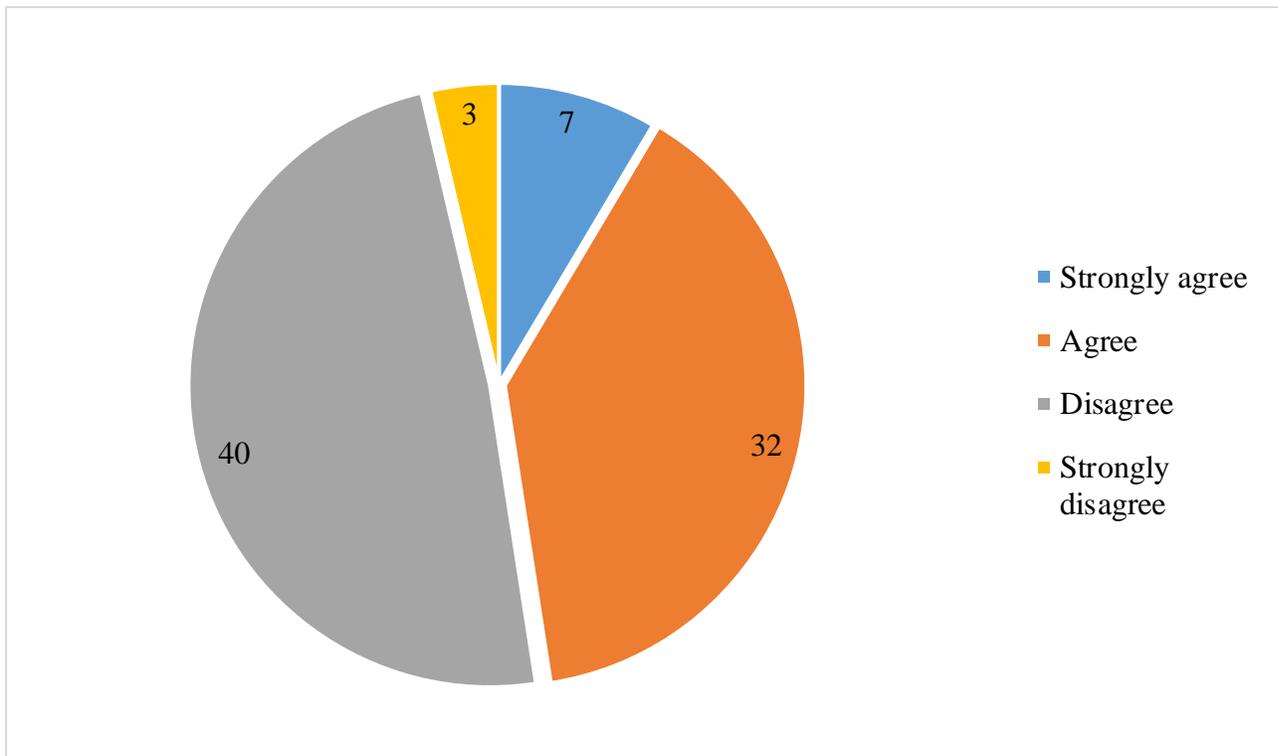
Interpretation

The above chart shows that 40% of the respondents disagree that they spend enough time with their family and 3% of respondents strongly disagree to this. But contrast to this 32% of the respondents are of the opinion that they spend enough time with their family and 7% of respondents strongly agree to the statement.

Table 4.6

Table showing the involvement of family members in functions conducted by/for employees

Options	No. of respondents	Percentage
Most of the time	4	7%
Sometimes	30	50%
Never	27	45%
Total	60	100%

Interpretation

The above table shows that none of the respondents agrees that the organisation always encourages the involvement of family members. 50% of the employees says that their members are sometimes involved in the functions conducted by/for employees. But 45% employees are opposing this statement, they are of the opinion that their family members are never encouraged or involved in the functions conducted by/for employees.

Table 4.7

## Table showing counselling facilities offered by the organisation

Options	No. of respondents	Percentage
Yes	39	65%
No	21	35%
Total	60	100%

Interpretation

More than half of the workers says that the organisation provide counselling facility but 35% of employees disagree to this statement. They are of the opinion that the counselling that they are providing is not up to the expectations of the employees, some of them are not able to get anything valuable from the counselling facility that the company is providing.

Figure 4.8

Figure showing allowance of flexible working hours

33

67

■ Yes ■ No
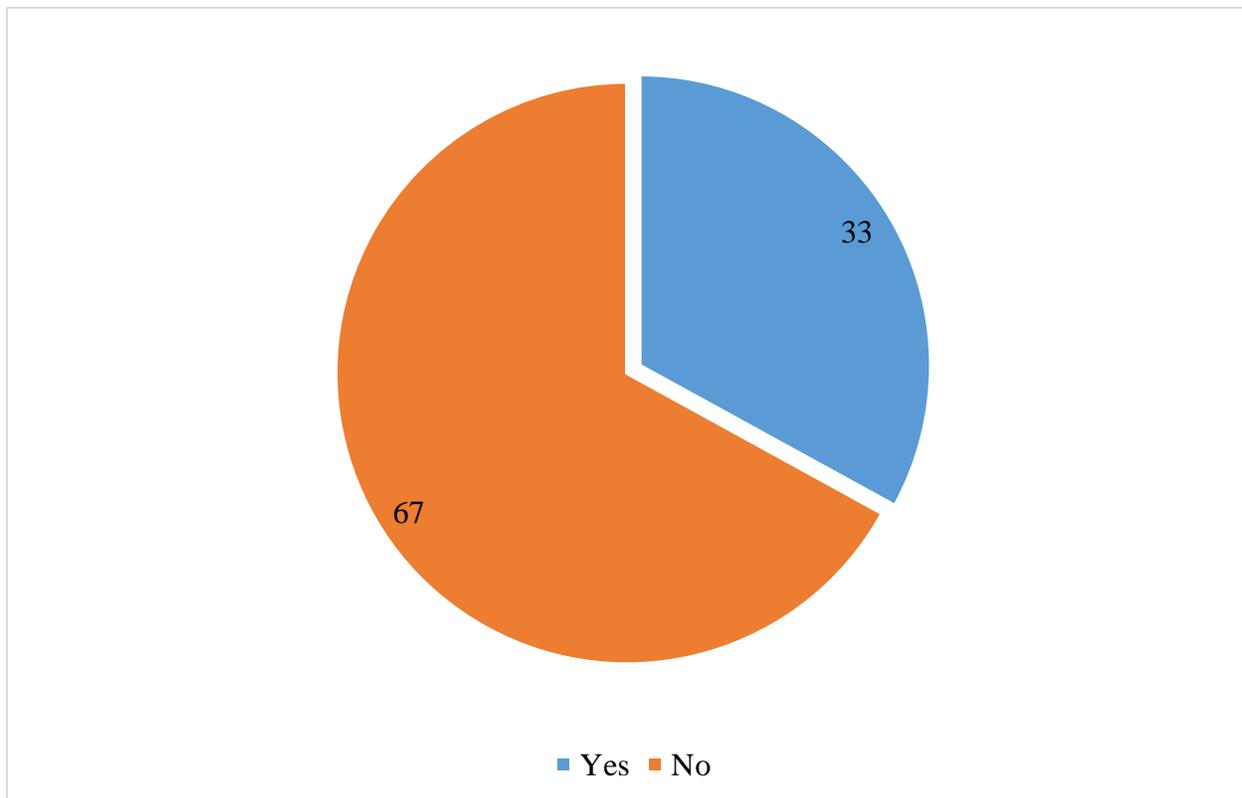
Interpretation

33% of the respondents agree that the company provides flexible working hours, whereas the rest 67% do not agree to this. By giving more flexible working hours the employees will be relived from the monotonous job that they are doing, it will also to reduce their stress and work load.

Table 4.9

## Table showing allowance of maternity/paternity leave

Options	No. of respondents	Percentage
Yes	42	70
No	18	30
Total	60	60

Interpretation

70% of the employees says that they get maternity/paternity leave but 30% of the employees are of the opinion that the leave that they get is too short so they are disagreeing with the statement. This will lead to resignation of employees from the firm, therefore in order to avoid this situation the firm has to give enough maternity/paternity leave to the employees.

Figure 4.10

**Figure showing satisfaction level with the leave policy of the organisation**
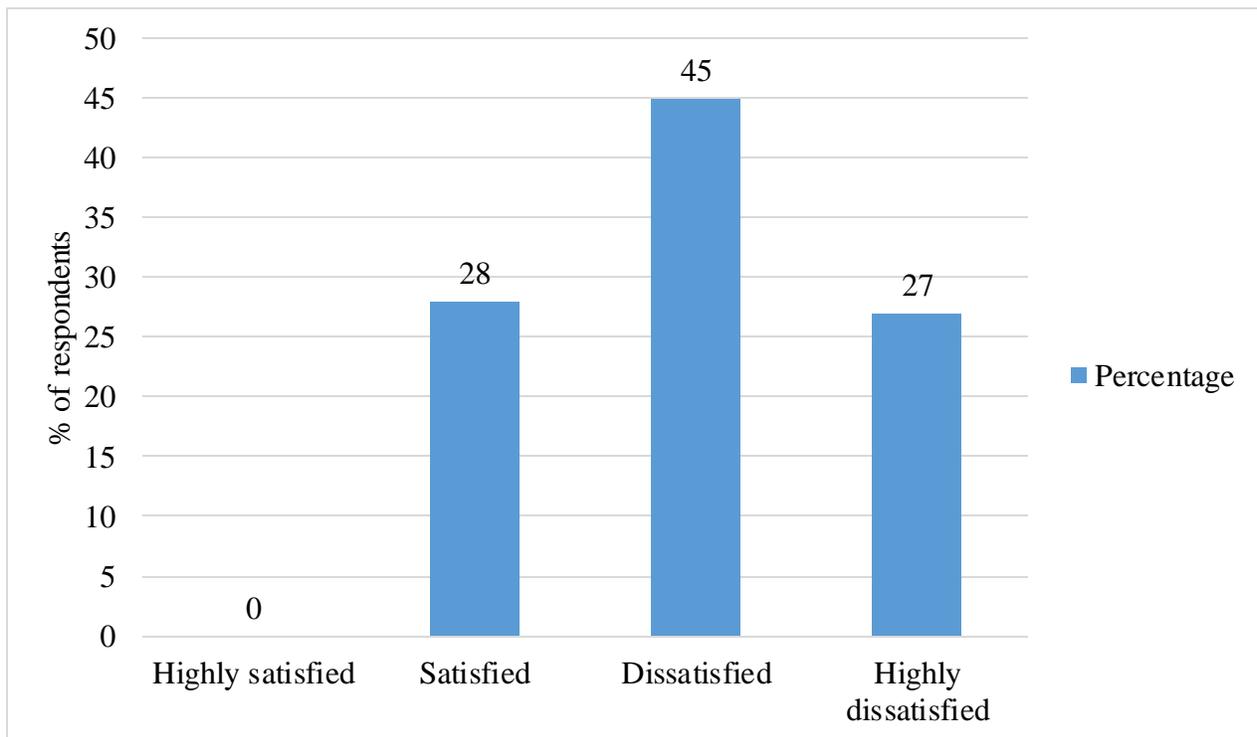
Interpretation

45% of the employees are dissatisfied with their leave policy, around 285 of employees are satisfied on the other hand 27% of the employees are highly dissatisfied with their leave policy and none of them are highly satisfied with the leave policy.

Figure 4.11

**Figure showing frequency of overtime work done by the respondents**
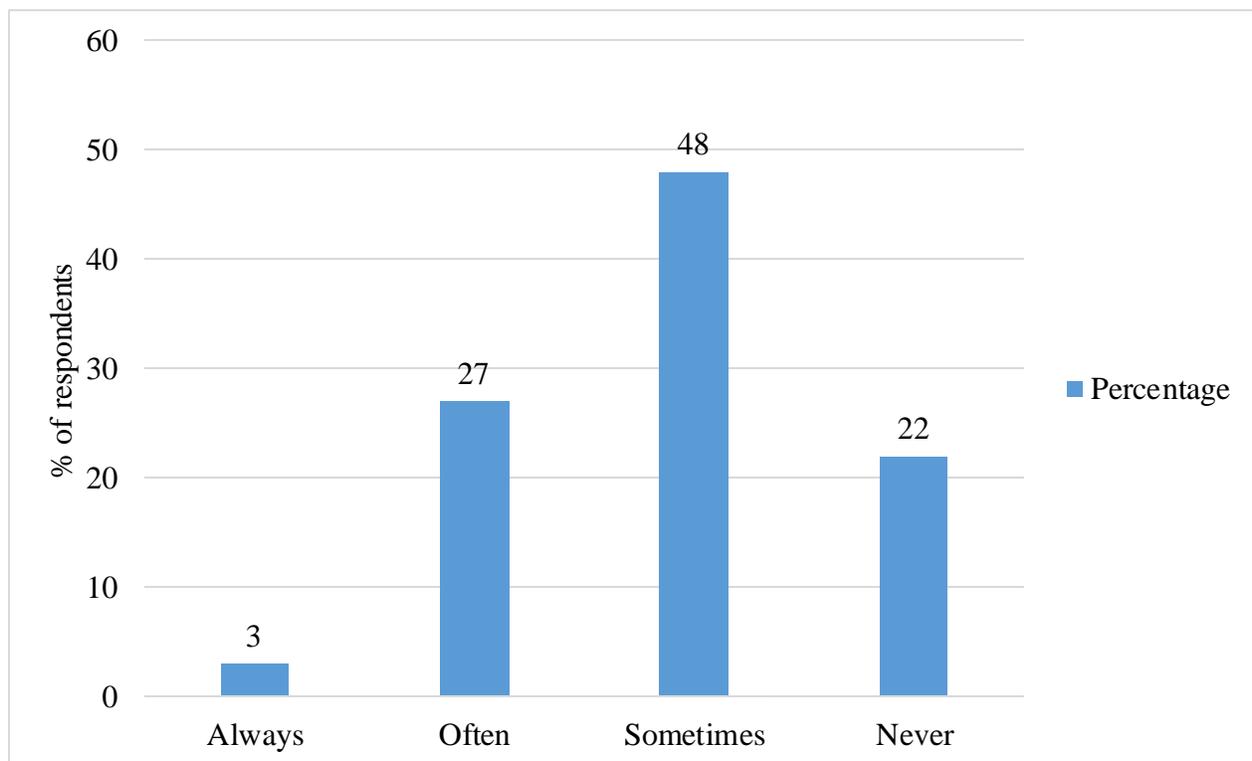
Interpretation

48% of respondents says that they sometimes work overtime, 27% of the respondents often work overtime, 22% of the respondents says that they never work overtime and 3% of the respondents says that they always work overtime. Overtime work will affect the work of the employees so the company should avoid the giving the employees overtime work.

Figure 4.12

Figure showing the effect of longer working hours on productivity
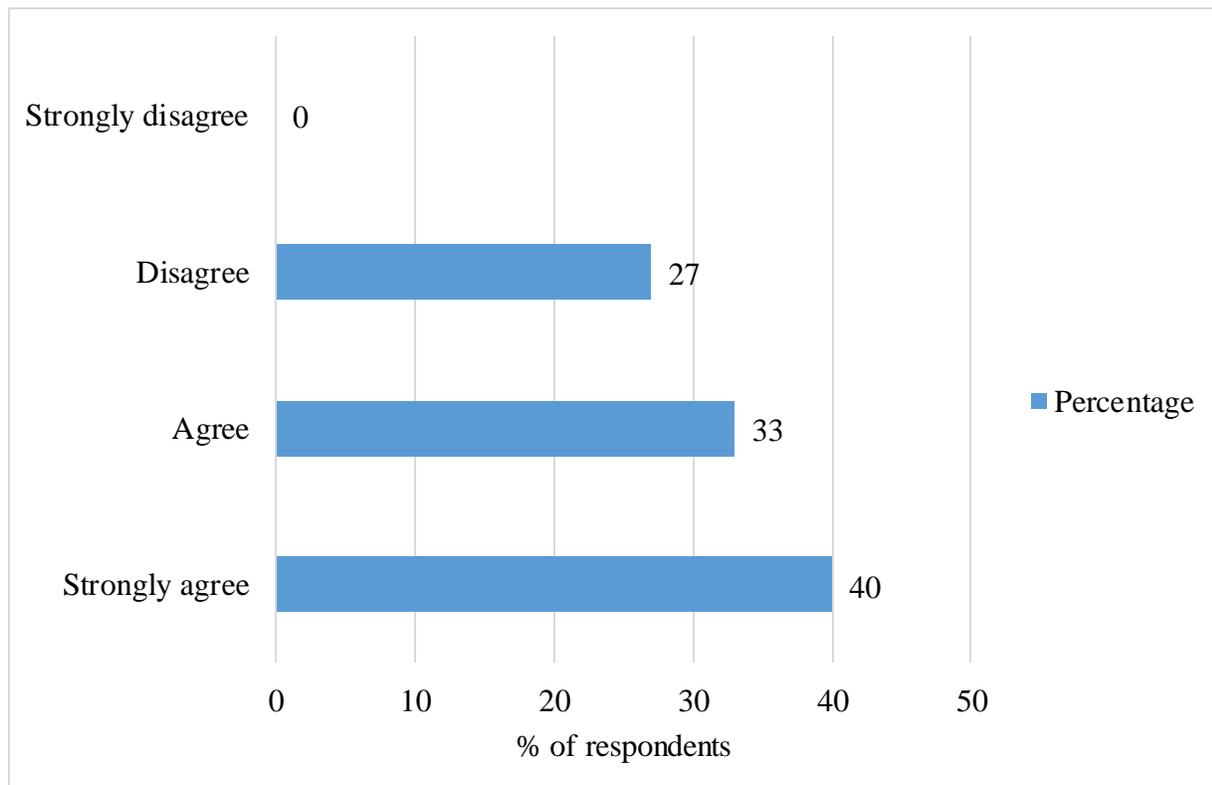
Interpretation

40% of the respondents believe that longer working hours can adversely affect their productivity and 33% of the respondents agree to this statement while 27% of respondents disagree to the statement. Since longer working hours affect the productivity the firm should take alternative measures to adjust the employees working hours.

Table 4.13

## Table showing work pressure when not working or while travelling to work

Options	No. of respondents	Percentage
Yes	41	68%
No	19	32%
Total	60	100%

Interpretation

Majority of the respondents 68% agree that they experience work pressure when not working or while travelling to work but 32% of the respondents never experienced it. Employees are having stress related problems due to over workload in the firm. This shows us how hectic the job is for the employees.

Figure 4.14

Figure showing stress related diseases experienced by respondents
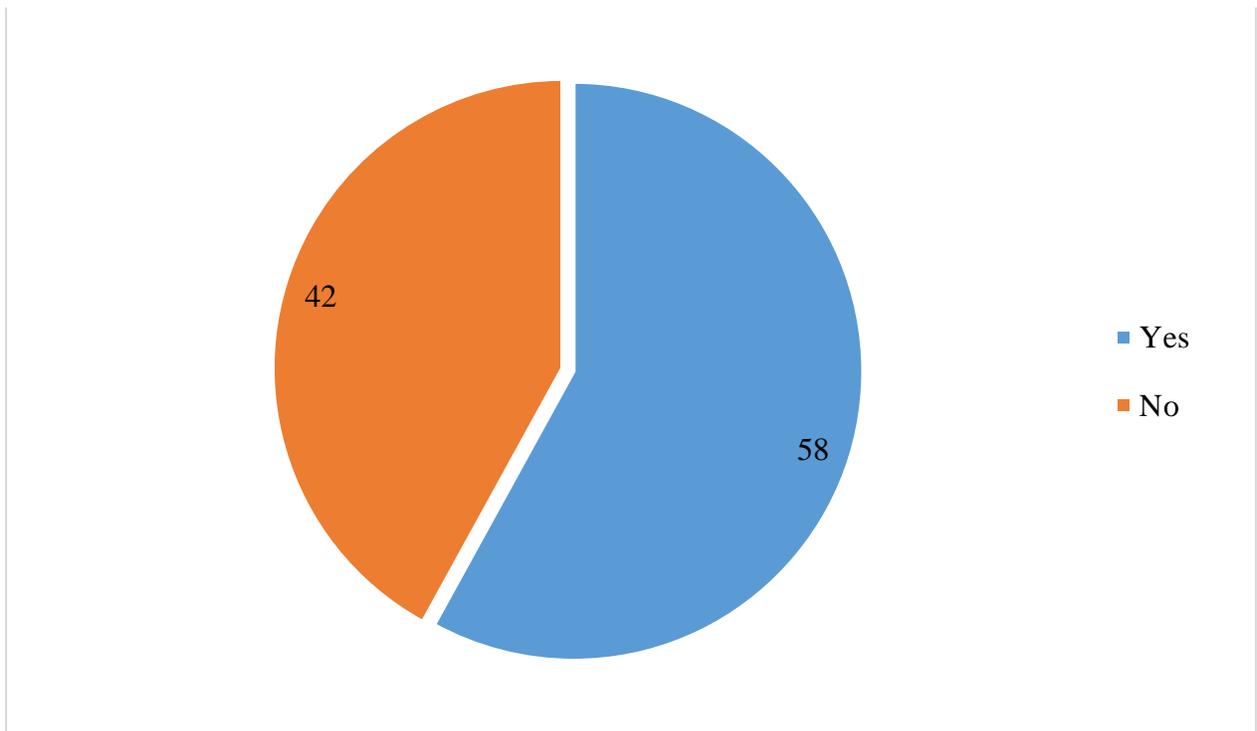
Interpretation

58% of the employees are suffering from stress related diseases but 42% of the employees are not having any such problems. Stress related diseases such us obesity, heart disease, Alzheimer's disease, diabetes, depression, gastrointestinal problems and asthma can be caused due to increased work load and over time work.

Figure 4.15

Figure showing career prospects in the organisation
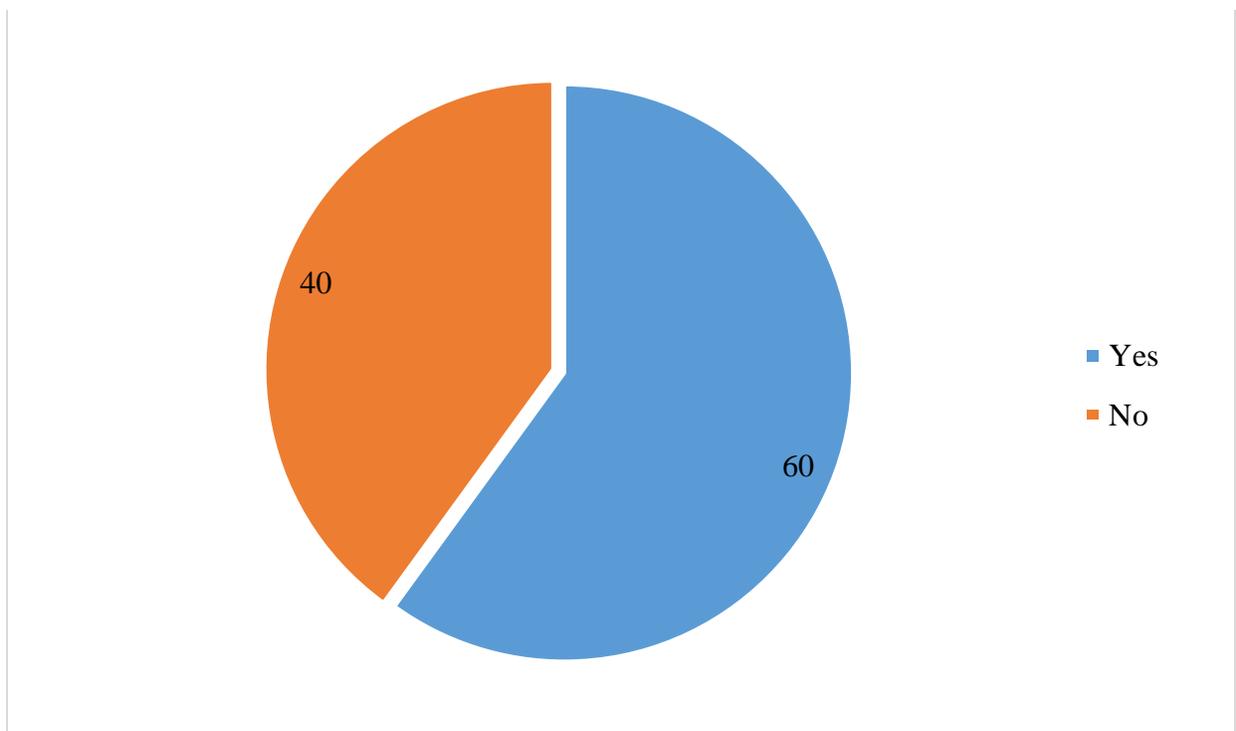
Interpretation

60% of the respondents believe that they have good career prospects in the organisation but 40% of the respondents do not agree to this statement. The firm should provide more career prospects since every employee working the firm is wishing for a good career and if the firm is providing such a hope in the minds of the employees it will be visible in the work of the employees.

Figure 4.16

Figure showing the influence of career prospects on productivity
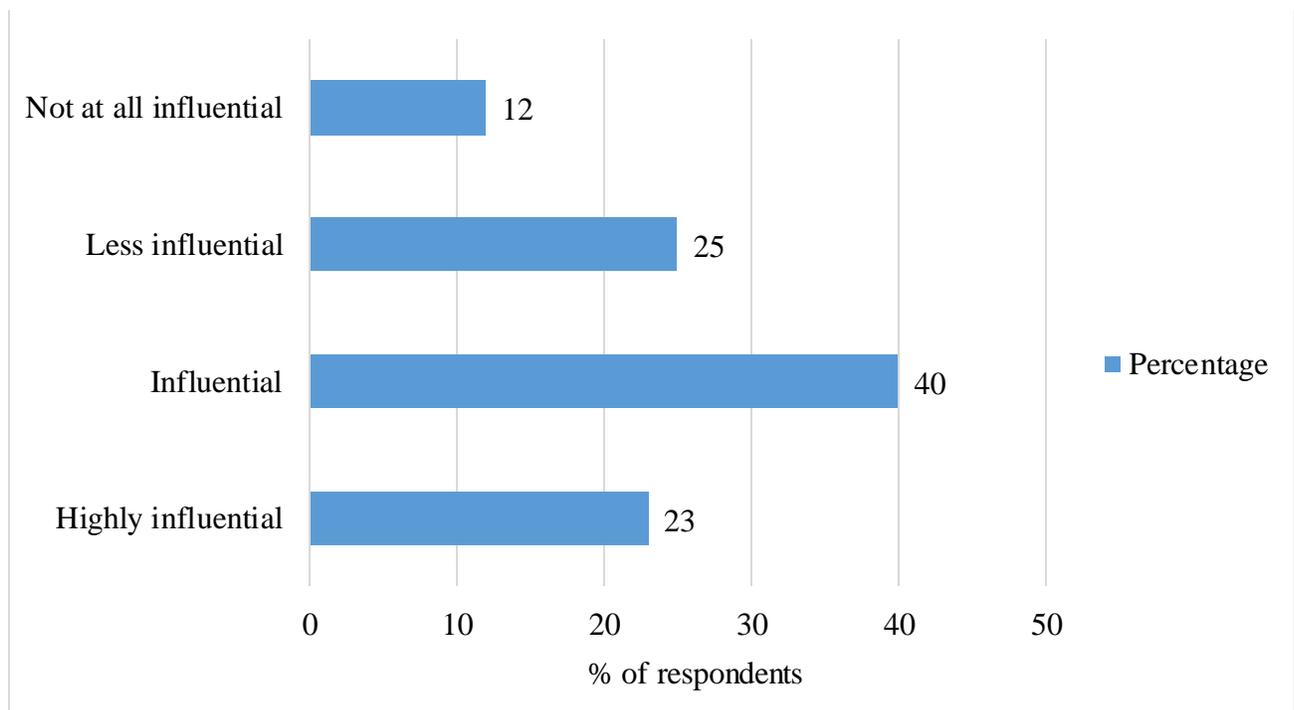
Interpretation

23% of the respondents believe that career prospects highly influence their productivity, when the firm is offering good career prospects the employees will put their maximum effort for the growth of the firm. 40% of the respondents believe that career prospects are influential whereas 25% of the respondents feel that career prospects are less influential and 12% says that career prospects are not at all influential.

Figure 4.17

Figure showing the effectiveness of work under stress related to work
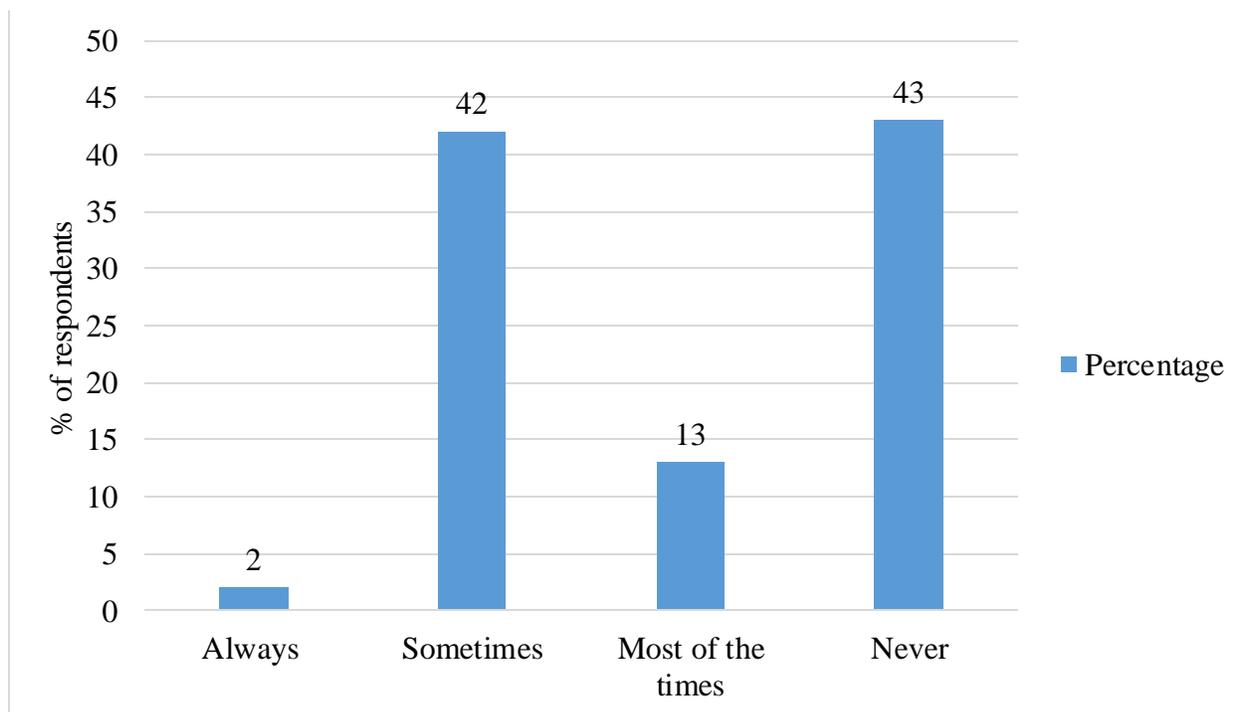
Interpretation

42% of respondents sometimes are able to work effectively even under work related stress and 13% of the respondents can work effectively most of the times while 43% of respondents says that they cannot work under stress due to work. Employees cannot work properly when they are stressed therefore the firm should take into consideration about some stress relieving activities.

Table 4.18

Table showing the ability to work effectively under stress due to family

Options	No. of respondents	Percentage
Yes	31	52%
Partially	24	40%
No	5	8%
Total	60	100%

Interpretation

52% of the respondents find it difficult to work effectively when they are unable to fulfil the needs of family or worried about family issues and 40% of the respondents partially agree to this statement while 8.33% of respondents are of the opinion that they never find it difficult to work effectively due to family issues.

Figure 4.19

Figure showing top most priority of the respondents
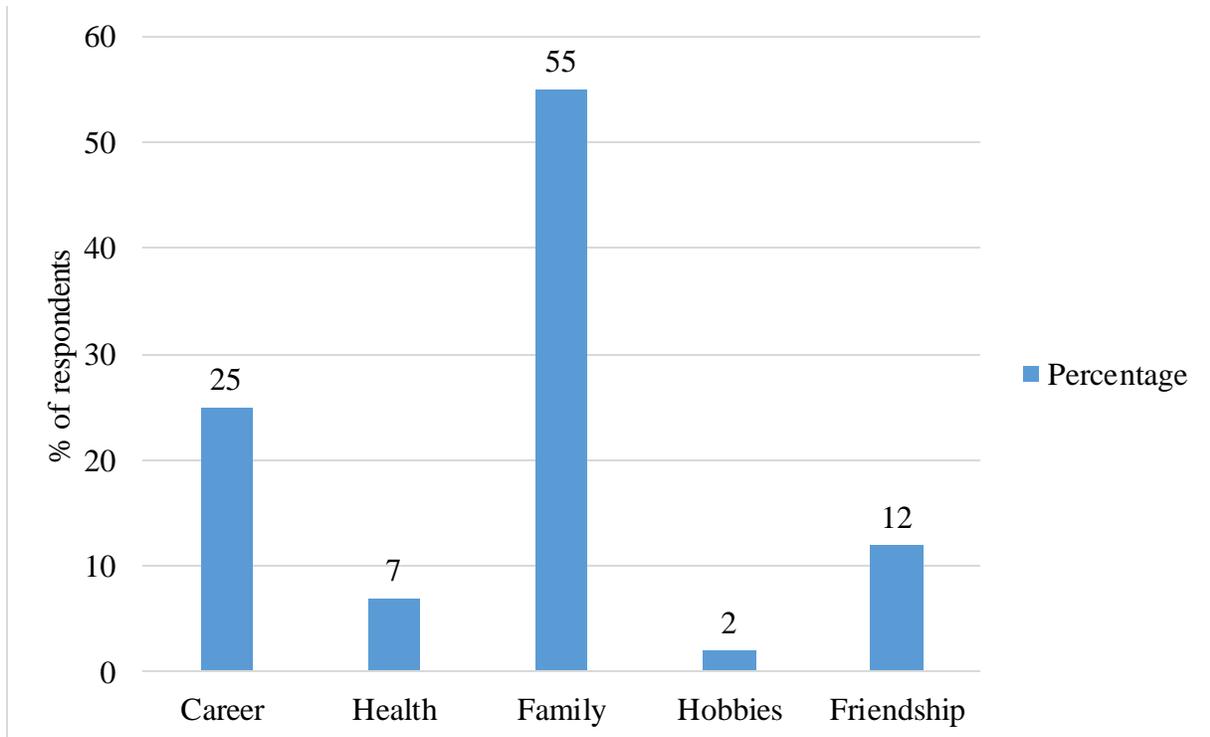
Interpretation

For 55% of the respondents family is the top most priority, 25% of respondents gives priority to career, 12% of respondents believes that friendship is more prior, 7% of the respondents give importance to health and only 2% of the respondents give priority to hobbies.

Figure 4.20

Figure showing satisfaction level of respondents with their work life balance
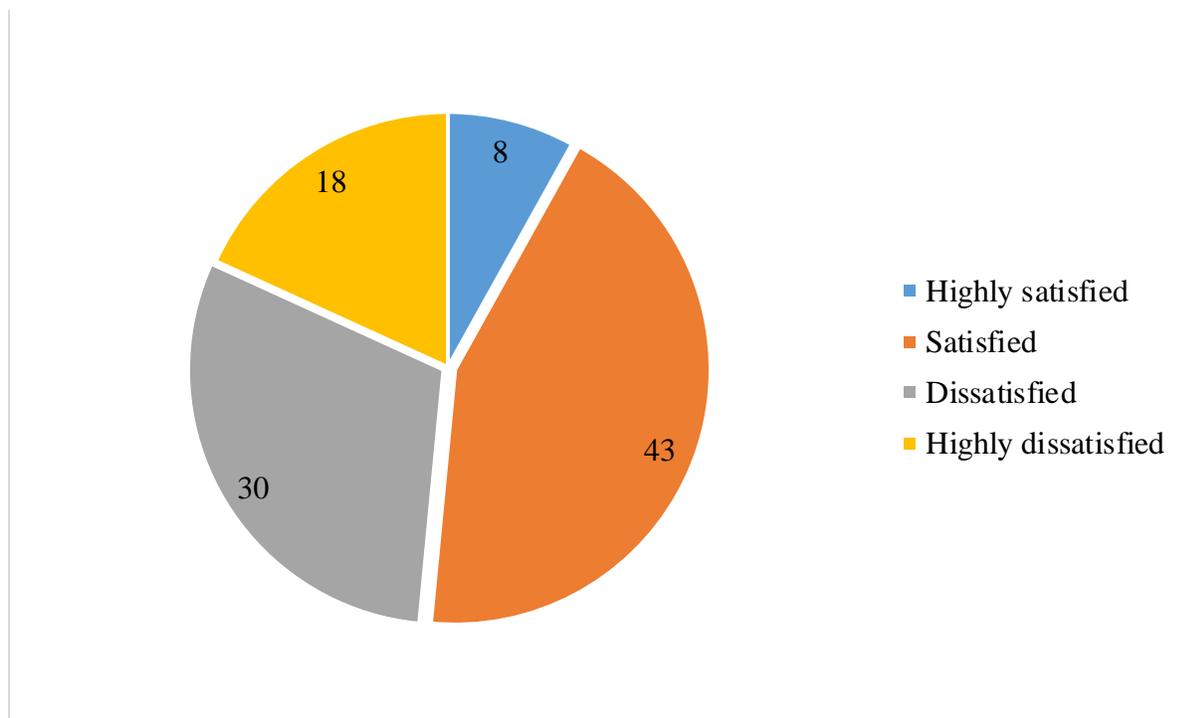
Interpretation

43% of respondents are satisfied with their work life balance and 8% people are highly satisfied, but 30% of the respondents are dissatisfied and 18.33% of respondents are highly dissatisfied with their work life balance.

Figure 4.21

Figure showing the most impactful factor affecting the productivity of respondents

Interpretation

23% of respondents says that longer working hours has an adverse effect on their productivity. For 15% of the respondents, increased stress due to work is a hindering factor, while for 40% of the respondents it is inability to spend time with family. L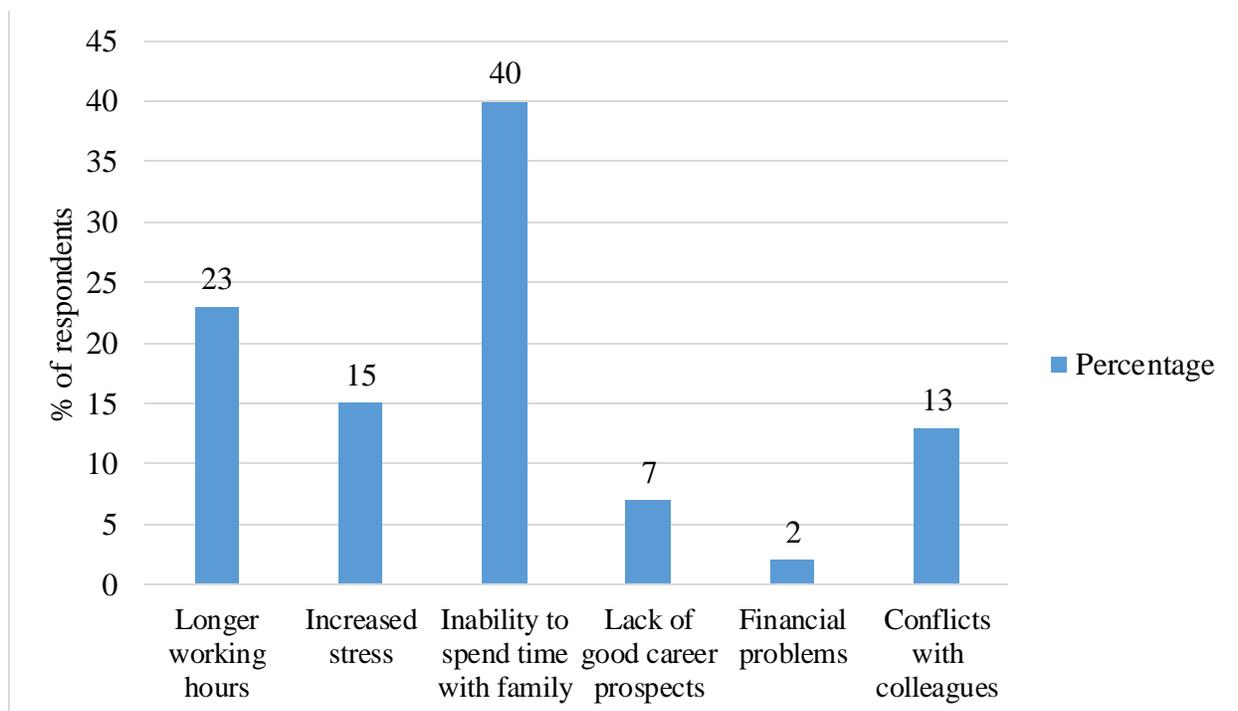ack of good career prospects acts as a hindering factor for 7% of the respondents and for 2% it is the financial problems, 13% of the respondents consider conflicts with colleagues / unhealthy relationship with colleagues as a problem having adverse effect on their productivity. None of the respondents have other reasons to share.

Testing Of Hypothesis

Hypothesis 1

Ho: The respondent is not satisfied with the work life balance

H₁ : The respondent is satisfied with the work life balance

	Highly Satisfied	**Satisfied**	**Dissatisfied**	**Highly Dissatisfied**	**Total**
Female	3	9	13	2	27
Male	2	17	5	9	33
Total	5	26	18	11	60

Calculation Table

Observed value (O)	Expected value (E)	(O-E)²	(O-E)²/E
3	2.25	0.25	0.25
9	11.7	0.62	0.62

13	8.1	2.96	2.96
2	4.95	1.75	1.75
2	2.75	0.20	0.20
17	14.3	0.51	0.51
5	9.9	2.42	2.42
9	6.05	1.43	1.43
Total			**10.14**

Result

Test Statistic	Level of Significance	Degree Of Freedom	Calculated Value	Table Value	Result
	5%	3	10.14	7.815	Reject

Decision : We reject the null hypothesis (Ho) and accept the alternative hypothesis, that is , the respondent is satisfied with the work life balance.

Note

O = Observed value

E = Expected value

E = Column total * Raw total / Grand total

Degree of Freedom = (Number of rows − 1) (Number of column − 1)

$$= (2\text{-}1)\,(4\text{-}1)$$

$$= (1*3)$$

$$= 3$$

Hypothesis 2

Ho : There is no significant relation between extended working hours and productivity

Hı : : There is a significant relation between extended working hours and productivity

	Strongly agree	Agree	Disagree	Strongly disagree	Total
Female	12	9	6	0	27
Male	12	11	10	0	33
Total	24	20	16	0	60

Calculation Table

Observed value (O)	Expected value (E)	(O-E)²	(O-E)²/E
12	10.8	1.44	0.13
9	9	0	0
6	7.2	1.44	0.2
0	0	0	0
12	13.2	1.44	0.10

11	11	0	0
10	8.8	1.44	0.16
0	0	0	0
Total			**0.59**

Result

Test Statistic	Level of Significance	Degree Of Freedom	Calculated Value	Table Value	Result
	5%	3	0.59	7.815	Accept

Decision : We accept the null hypothesis (Ho) and reject the alternative hypothesis, that is , there is no significant relation between extended working hours and productivity.

Note

O = Observed value

E = Expected value

E = Column total * Raw total / Grand total

Degree of Freedom = (Number of rows − 1) (Number of column − 1)

$$= (2\text{-}1)(4\text{-}1)$$

$$= (1*3)$$

$$= 3$$

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CHAPTER 5

FINDINGS AND SUGGESTIONS

FINDINGS

The main findings of the study are based on analysis and interpretation of data obtained from the respondents, by the way of questionnaire and observation of the researcher during the course of study. The following are findings of the study:

➢ There is a harmonious relation between the informal work group and with other staff members in this organisation. Witnessed during lunch break session during my management project period most of the workers were sitting together irrespective of their departments and they were having a good time by cracking jokes, sharing experience etc.

➢ The firm is concentrating more on experienced young people with age group from 25-35 and the people who are of the age above 40 are the senior staffs of the firm. Firm is not encouraging people between 20-25 to work because of less work experience.

➢ Majority of the employees working in hospitality sector are male employees and most of the employees are married.

➢ Nobody in the firm work less less than 6 hours and more than 10 hours. Majority of the workers are working for the office hours and some of them work over time.

➢ Around half of the employees are coming from nearby places which take less than 0ne hour to travel nobody is coming from faraway places and the rest of the workers take one to three hour to reach the firm.

➤ Almost all the employees are of the opinion that they miss their family functions due to work but contrast to this 8% of the employees says that they never miss their family functions due to work.

➤ Majority of the employees are not able to spend enough time with their family due to work.

➤ Half of the employees are saying that their family members are sometimes involved in the functions conducted by/foe employees and on the other hand 45% of the emlpoyees does not support this and nobody completely agree that the firm always encourage family members to participate in company functions.

➤ More than half of the employees agree that the company provide counselling facility but the rest of the employees are of the opinion that the counselling that the firm providing is not good so they disagree to that the firm provides counselling.

➤ The firm does not provide flexible working hours but some of the respondents are of the opinion that the firm provides flexible working hours.

➤ Not everybody in the firm is satisfied with the maternity/paternity leave that the firm is providing so they are against the opinion that the firm is providing maternity/paternity leave.

➤ Majority of the workers are not satisfied with the leave policy of the firm and nobody is highly satisfied with the leave policy of the firm.

➤ Around 20% of the employees never work overtime rest all the employees work overtime in the firm.

➤ 40% of the employees strongly agree that longer working hours can adversely affect the productivity but contrast to this nobody among the respondents strongly disagree to the statement.

➤ Majority of the respondents agree that they experience work pressure when not working or while travelling to work but some of the respondents never experienced it.

➤ Many of the employee of the firm are suffering from stress related diseases.

➤ 60% of the respondents says that they have good career prospects in the firm and the rest are opposing the statement.

➤ Majority of the employees believes that career prospects will influence productivity.

- Around 40% of the employees says they are never able to work effectively when they were stressed about work related issues but the same percentage of employees says that sometimes they are able to work.
- Half of the respondents says that they find it difficult to work effectively when they were unable to fulfil the needs of family.
- For more than half of the respondents family was their top most priority.
- Majority of the respondents are satisfied with the work life balance.
- 23% of respondents says that longer working hours has an adverse effect on their productivity. For 15% of the respondents, increased stress due to work is a hindering factor, while for 40% of the respondents it is inability to spend time with family. Lack of good career prospects acts as a hindering factor for 7% of the respondents and for 2% it is the financial problems, 13% of the respondents consider conflicts with colleagues / unhealthy relationship with colleagues as a problem having adverse effect on their productivity. None of the respondents have other reasons to share.

SUGGESTIONS

The suggestions for the findings are as follows:

➢ Awareness programs regarding proper work life balance can be conducted for the very low percentage of employees who cannot manage work and lifestyle since work life balance is an important factor in an employees life and not all but some of the employees who lack work life balance should be given more care through providing them with facilities like counselling.

➢ Most of the employees working in the firm are married therefore the women employees should not be forced to work overtime in the firm since they have to take care of the family. Therefore the time schedule of the firm should be set in such a manner that it is not affecting their work life balance.

➢ The employees can also drop unnecessary activities which waste their time such as, the lunch break of the employees are around one hour in the firm, it should be reduced so that the time can be utilised to do their work and the unnecessary talk between the employees also should be stopped because it waste their lot of time.

➢ The firm should provide an accommodation to their employees who are coming from faraway places which takes up to three hours for travel, this time can be utilised for the work if they are provided with nearby residence.

- Employees must be given chances to attend their family functions. This can be done in such a way that every employee should plan in advance about their function and he should work over time to complete his work so that he can attend the function and also he can complete his work on time eve if he takes a leave.

- Most of the workers working the firm are married, because of the work load they are not able to spend time with their family, the firm should not not give over work to the employees which will reduce their time to spend with their family. As pointed in the above points the firm should plan their time schedule accordingly.

- The firm must try to involve the employees family members also in their official functions since every employee is expecting to have their family with them, this will increase their productivity which is profitable for the firm.

- Counselling should be more effective, since most of the employees are not satisfied with the counselling facilities the firm should find out the right person who is expert in this field.

- The firm should give flexible working hours so that the workers can work overtime and take leave for their particular reasons.

- Maternity / paternity leave policy of the firm should be improved by extending their leave so that the employees who are not satisfied with the leave policy will be satisfied.

- Leave policy of the firm should also be improved by arranging their time schedule in a way that the workers can take leave by working accordingly in the previous days of their leave.

- Some of the workers work overtime in the firm this should be changed by redistributing their work to other employees so that the work is shared and they can complete their work during the office time itself.

- When works are distributed among the employees it will decrease the longer working hours of the employees. Longer working hours will affect the productivity of the employees therefore longer working hours should be decreased which will increase the productivity of the employees resulting in the profit of the firm.

- Some entertainment programme should be organised among the workers itself at least once in a month so that their work pressure will be less since many of the workers are suffering from stress related diseases and work pressure.

- The firm should give the employees good career prospects by giving them promotions, increase in salary and other incentives otherwise it will affect the productivity of the employees.
- The firm should try to keep the employees out of stress by decreasing their work load and they should be made aware about the work life balance by giving them classes on work life balance by scholarly persons so that it will increase their productivity.

CONCLUSION

This project study was helpful for the researcher to study the practical aspect with theoretical aspect. From the study conducted, it is clear that the company does not believe in exerting pressure on employees. The company does not follow a tight schedule or strict work policies. Through leave policies, welfare measures, flexible work time and other allowances, the company encourages and motivates the employees and makes it easy for them to work effectively without pressure.

However the company can also consider the addition of measures like job sharing and job rotation. Since the working hours is based on shifts and requires technical staff work from home is not possible, especially for supervisors.

The company should maintain its current policies and working strategies regarding the work life balance to keep on motivating and retaining the employees. Proper work life balance among the employees can not only increase their productivity, but also helps the organisation achieve its objectives easily.

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ANNEXURE

QUESTIONNAIRE

WORK LIFE BALANCE IN THE HOSPITALITY INDUSTRY WITH REFERENCE TO KERALA

A Minor project Under UGC Scheme

1. Personal information:

a) Name:

b) Age:

c) Gender: Male ☐   Female ☐

d) Marital status: Single ☐   Married ☐

e) Years of experience:

2. How many hours do you work in a day?

      Less than 6 hours ☐   6-8 hours ☐   8-10 hours ☐ More than 10 hours ☐

3. How much time do you travel to reach at work place?

      Less than 1 hour ☐   1-2 hours ☐   2-3 hours ☐   More than 3 hours ☐

4. Do you miss family/community functions due to work?

      Always ☐   Most of the times ☐ Sometimes ☐ Never ☐

5. Do you agree that you spend enough time with your family?

      Strongly agree ☐   Agree ☐   Disagree ☐   Strongly disagree ☐

6. Does your organisation encourage participation or involvement of your family members in functions conducted by/for employees?

Always ☐   Most of the time ☐   Sometimes ☐ Never☐

7. Does your organisation provide counselling facilities?

Yes ☐   No ☐

8. Does your organisation provide flexible working hours option?

Yes ☐   No ☐

9. Does your organisation provide maternity/paternity leaves?

Yes ☐   No ☐

10. Are you satisfied with the leave policy of your organisation?

Highly satisfied ☐   Satisfied ☐   Dissatisfied ☐   Highly Dissatisfied ☐

11. How often do you work over time?

Always ☐   Often ☐   Sometimes ☐   Never ☐

12. Do you agree that longer working hours can adversely affect your productivity?

Strongly agree ☐   Agree ☐   Disagree ☐   Strongly disagree ☐

13. Do you worry about work or have work pressure even when you are not at work or travelling to work?

Yes ☐   No ☐

14. Do you suffer from any stress related diseases?

Yes ☐   No ☐

15. Do you think you have good career prospects in this company?

Yes ☐   No ☐

16. What is the influence of career prospects on productivity?

   Highly influential ☐   Influential ☐   Less influential ☐   Not at all influential ☐

17. Are you able to work effectively when you are stressed about work related issues (eg: deadlines, targets etc)?

   Always ☐   Sometimes ☐   Most of the times ☐   Never ☐

18. Do you find it difficult to work effectively when you are unable to fulfil the needs of family or worried about family issues?

   Yes ☐   Partially ☐   No ☐

19. What is your topmost priority among the following? (clayton)

   Career ☐   Health ☐   Family ☐   Hobbies ☐   Friendship ☐

20. Are you satisfied with the balance you maintain between the work and your personal priority?

   Highly satisfied ☐   Satisfied ☐   Dissatisfied ☐   Highly dissatisfied ☐

21. Which among the following do you think affects your productivity the most?

   Longer working hours ☐   Increased stress ☐   Inability to spend time with family /inability to fulfil needs of family ☐   Lack of good career prospects ☐   Financial problems ☐   Financial problems ☐   Unhealthy relationship with colleagues /conflicts with colleagues ☐

Other reasons (specify)…………………………………………………………………...