

Effects of work-life balance on job satisfaction and job performance

Dissertation



V. M. SALGAOCAR INSTITUTE
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for the partial requirement for the award of
B.Sc. International Hospitality Management

Effects of work-life balance on job performance and job satisfaction

Declaration

We, Group 1 declare that this dissertation and the work presented in it are our own and has been generated by us as the result of our own original research.

Research Title: Effects of work-life balance on job performance and job satisfaction

We confirm that:

This work was done wholly or mainly while in candidature for a B. Sc. International Hospitality Management at V M Salgaocar Institute of International Hospitality Education;

2. Where we have quoted from the work of others, the source is always given. With the exception of such quotations, this dissertation is entirely our own work;
3. We have acknowledged all main sources of help;
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Abstract

Purpose - This study aims to review the existing literature and build an understanding of work-life balance (WLB) and its relationship with job performance and job satisfaction research gaps to recommend future research possibilities and priorities.

Methodology – current study was done in two methods which was quantitative and qualitative, for both the types convince sampling method was used. For qualitative, the team approached 3 hotels and asked several questions to the employees and manager, for quantitative, set questions were sent to employees through google forms.

Findings – This study shows relationship between work-life balance and job performance and job satisfactions, it also points out future study and research gaps.

Scope of study - This study is going to benefit the managers and specially the employees regarding their work life balance and how to maintain it. it will be a deciding factor for those who will be opting to choose to work in hospitality industry.

Chapter 1

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INTRODUCTION

Hospitality Industry is very people-oriented industry in which both employees and customers are people who meet and be in contact with each other. Therefore, it is important that both the employees and people stay happy to keep the guests feel important it is necessary to make the employees feel recognized and happy in their working environment. One of the main causes of employee dissatisfaction is lack of work life balance. Industry where in the employees work 24/7 to satisfy the guests need and wants sometimes get exhausted due to lack of support and proper training therefore it is important to study and imply work-life balance where and when deemed necessary.

1.1. Background

Hospitality industry is one of the most employed industries but it is one of the major industries which has the highest employee turn-over rate. Post COVID this was the fastest growing industry. Hostels are very different from before era wherein people would just consider it as a need to stay on a road trip or a place to stay on a trip. Now it has come from just that to a place which is considered as a leisure and luxury. People from all over world travel just to stay in hotels. People travel to different places according to what the place has to offer, there are multiple reasons such as leisure, business, adventure, health, spirituality, etc. people travel for. This industry is one of the major revenues generating industry. in India the hospitality sector is one of the most profitable, accounting for more than 8% of the country's workforce and an estimated 15 million jobs being created in the last few years. Speaking about Goa, it generates its major revenue from tourism. Tourists from all around the world travel to Goa.

- Revenue in the Hotels segment is projected to reach US\$7.66bn in 2023.
- Revenue is expected to show an annual growth rate (CAGR 2023-2027) of 8.29%, resulting in a projected market volume of US\$10.53bn by 2027.
- In the Hotels segment, the number of users is expected to amount to 61.3m users by 2027. (India-hotel, Statista)

1.1.1. Hotels

Hotel Industry Around the World

With an 18.5% growth rate, the value of the worldwide hotel business reached \$4.13 billion in 2021.

The hotel sector is expanding on average by 10% yearly.

In the entire world, there are over 700,000 hotels.

The United States has the most hotels per capita in the whole globe, with California having the most.

With 544 hotels and 100,000 rooms, Dubai is the city with the most hotels in the whole globe.

Every year, hotel visitors spend around \$840 billion on their stays.

Although 51% of all employees are women, around 95% of hotel executives are men.

The yearly contribution of hotels to the global economy is \$3.4 trillion.

With a 2019 revenue of \$21 billion, Marriott International is the largest hotel corporation in the world.

The typical hotel front desk employee is 35 years old, and the typical manager is older than 40. (Roman Peysakhovich, 2022, 72+ Hotel Industry Statistics & Trends)

Hotel Industry in Asia

According to Statista travels and Tourism Hotels – Asia

In 2023, the hotels industry is expected to generate US\$142.80 billion in revenue.

Revenue is anticipated to expand at a compound annual growth rate (CAGR) of 6.40% from 2023 to 2027, with an estimated market size of US\$183.00 billion by that year.

By 2027, 602.1 million customers are projected to be using the Hotels category.

By 2027, the user penetration rate, which was 10.8% in 2023, is predicted to be 13.0%.

It is anticipated that the average revenue per user (ARPU) will be US\$292.90.

By 2027, internet sales in the hotels category will account for 79% of all revenue.

In terms of worldwide comparison, the United States will produce the greatest revenue (\$106,100.00m in 2023).

Hotel Industry in India

The Indian Hotel Industry is growing at a fast pace. This is due to the intervention by Government of India to facilitate the business through economic reforms, changes in different taxation policy, allowing foreign direct investment etc. This paper traces the development of the Indian Hotel Industry in India right from colonial times so that readers are familiarized

with its different stages of development. This paper also highlights the role the Government of India has played in the development of this Industry at different stages of history and the forces that shaped those decisions. The role played by Indian hotel entrepreneurs in establishing the Hotels and taking those hotels to global markets have been discussed. The challenges posed by entry of foreign hotels in India and what it means for Indian Hotel Industry shall make readers acquainted the dynamics of Globalization. The means and methods they use to enter global methods and the reasons have been extensively discussed. The historical concept of hotel classification in India and how it has taken the present form and what media has reported about it has been discussed. The paper discusses the literature review from the variety of sources to establish the essence of Hotel Industry in India and its dynamics in twenty first century. (Sufi, Tahir (2015)

1.1.1.1. Types of hotels

According to Auer, M., & Hawkesworth, I. (2005). Marketing innovative hotels: A new approach to new markets. Butterworth-Heinemann. Following are the types of hotels:

- Chain hotels
- Motels
- Resorts
- Inns
- Business hotels
- Boutique hotels
- Bed and breakfast hotels
- Eco hotels
- Casino hotels
- Transit hotels
- Hostels
- Unique concept hotels

1.1.2. Types of employees

According to Dessler, G. (2017) & Cascio, W. F. (2018). There are five types of employees which are as follows:

- Full time employees

- Part time employees
- Temporary employees
- Interns
- Seasonal workers
- Leased employees

1.1.3. Background theory

Social exchange theory

According to Tulane University School of Social Work Social exchange theory is a concept based on the notion that a relationship between two people is created through a process of cost-benefit analysis. In other words, it is a metric designed to determine the effort poured in by an individual in a person-to-person relationship.

1.1.4. Stakeholders

Employees

When brains are fatigued and stressed, they get less done. They disengage. Studies show fatigued brains look exactly like ones that are sound asleep. Minds that are focused, organized, and energized get more done in less time. A report by the Corporate Executive Board, which represents 80% of the Fortune 500 companies, found that employees who feel they have good WLB work 21% harder than those who do not. Work-life policies increase effort by giving people the support to work in the most effective way—reducing stress, improving energy, increasing time management skills, improving morale and commitment, and making it easier to handle professional and personal responsibilities. More job satisfaction leads to more engagement and better results. This it may be summarized that good WLB of employees have a great positive impact on their productivity.

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.

Work Life Balance initiatives mitigate employees' stress and strain. Work Life Balance is a legitimate expectation and is different from favours. However, individuals are likely to lose their valued resources while trying to manage stress at work. In case supervisors and

managers are devoid of Work Life Balance initiatives, they may easily suffer from heightened stress and/or possess insufficient resources and/or loss appropriate control over their employees and therefore exhibit negative attitudinal and behavioural consequences. (Cho, E., & Kim, S. (2018), Clark, S. C. (2000))

1.2. Operations Definition

1. Independent Variable

Work-life Balance

Work-life balance is defined here as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. Work life balance, in addition to the relations between work and family functions, also involves other roles in other areas of life. In this study, due to its more extensive associations, the concept of work-life balance is preferred. Work-life balance is not the allocation of time equally among work, family, and personal demands. In literature, it is also emphasized that work-life balance is a subjective phenomenon that changes from person to person.

(Delecta, 2011)

2. Dependent Variable

Job Performance

The employees' motivation, their enthusiastic and energetic behaviour towards task fulfilment play key role in successes of an organization to its benefit. Job performance is a means to reach a goal or set of goals within a job, role, or organization but not the actual consequences of the acts performed within a job. Campbell affirms that job performance is not a single action but rather a "complex activity"

Job Satisfaction

Job satisfaction is the positive and negative feelings of an employee towards his job or it is the amount of happiness connected with the job. Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. Job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience.

(AZIRI, 2011)

1.3 Significance of the study

As we know that the hotel industry has come very far from just a room to a full fledged vacation spots. This industry is all about guest satisfaction, to keep the guest happy the employees have to be satisfied with their working atmosphere. The hotel industry is one of the major employments generating as well as revenue generating sector. Although this might be the case it has one of the largest employees' turnover rate due to this it is essential to learn about work-life balance so that we can find out what is main cause of employee dissatisfaction and help mitigate this problem.

1.4 Research gap

This study has several implications for future studies. First, future studies can compare the boundary management strategies of lifestyle tourism entrepreneurs between the Eastern and Western contexts. Second, this study was conducted using only qualitative methods. Combining qualitative and quantitative analysis methods could allow researchers to address the boundary situations of a large sample while also obtaining in-depth information about lifestyle entrepreneurs. Finally, conducting longitudinal studies is important, as they allow for the observation of changes over time. Consequently, future longitudinal studies could help researchers keep track of the changes in lifestyle entrepreneurs over time, including those who leave tourism destinations. Variables in this study and examine other variables that have not been studied such as leadership, work motivation or other work behaviours; next research can choose a particular industry to describe the influence between variables more specifically, and give more time to distribute questionnaires.

1.5 Objectives of the study

Following are the objectives of this study:

- to study the effects of work-life balance on job performance
- To study the effects of work-life balance on job satisfaction
- To study effects to job satisfaction on job performance
- To study if job satisfaction explains relationship between work-life balance and job performance
- To see weather family support strengthens or weakens relationship between work life balance and job performance

- To see whether supervisor behaviour strengthens or weakens relationship between work life balance and job performance

1.6 Hypothesis

- **H1** – Work Life Balance has positive & significant effect on Job performance.
- **H2** – Work Life Balance has positive & significant effect on Job satisfaction.
- **H3** - Job satisfaction has positive and significant influence on Job performance

1.7 Research Methodology

a. Qualitative exploratory study

- Unit of analysis** - The unit of analysis of our study are the HR managers, departmental managers, and employees of the hotel.
- Sample size** – 3 HR managers and 15 employees
- Sampling method** – Convenience method
- Period of data collection** – 2nd January till 6th January, 2023
- Primary data**
Our primary data is the data that we collected from managers and employees through in-depth interviews.
- Data collection tools**
The data collection tool is the interview method.
- Data collection procedure**
The data collection procedure that we did for our study is that we went to HR managers and employees and interviewed them with a set of questions.
- Method used for data analysis** – Appropriate Statistical Analysis

b. Quantitative exploratory study

- Unit of analysis** - The unit of analysis of our study are the HR managers, departmental managers and employees of the hotel.
- Sample size** – 300 employees
- Sampling method** – Random Sampling method
- Period of data collection** – 23rd January till 23rd February, 2023
- Primary data**
The primary data will be collected from around 300 hotel employees.

vi) **Data collection tools**

The data collection tool is the questionnaire that will be prepared for the 300 employees.

vii) **Data collection procedure**

Questionnaires will be sent through Google Forms and shared to the 300 employees which is our sample size.

viii) **Measurement instrument**

The measurement instrument is made up of 7 sections. They are as follows:

- Section I contains socio demographic details.
- Section II contains items to measure work life balance.
- Section III contains items to measure job satisfaction.
- Section IV contains items to measure job performance.
- Section V contains items to measure the relationship between WLB and job performance.
- Section VI contains items to measure the effects of family support.
- Section VII contains items to measure the effects of supervisor behaviour.

ix) **Method used for data analysis** – Appropriate Statistical Analysis

1.8 Scope of the study

This study is going to benefit the managers and specially the employees regarding their work life balance and how to maintain it. it will be a deciding factor for those who will be opting to choose to work in hospitality industry.

1.9 Limitations

The unit of analysis being the managers, supervisors and employees, we will be getting responses from employees from hotels all around the world. As the sample size is only 300, it will be difficult to generalize work life balance of employees from all around the world.

1.10 Managerial implications

This study is going to help the policy makers, trainers, and the managers of the hotel.

Employees

1. Offer flexible and remote working

Workers feel valued at companies where they know they can finish before get their boiler fixed or see a physician when required, safe in the knowledge that their employer knows that they 'll still get the job done.

2. Encourage managers to concentrate on productivity rather than hours

Rather than count the hours employees work, encourage managers to concentrate on the completion of a particular task. Some days workers may need to put in long hours to complete a task, but this is neutralized by the days when they do not need to do a full eight- hour day.

3. Encourage breaks

Encourage your workers to take breaks, take a walk or indeed work in an entirely different part.

Managers

1. Manage your time wisely

Maintain a healthy balance between your work and lives. Working on productivity i.e., getting further of your day-to-day schedule done during each day helps you minimize the intrusion of work- related studies and scores throughout the rest of your day. Reduce the holdbacks caused by transitions between different tasks. Pick a drop-dead work- ending time, and also stick to it. Do not let yourself go past it, except in extremely unusual circumstances.

2. Hire the best, also delegate and empower

Managers need to first hire the stylish workers possible, also empower and delegate to them. Let your squad members take on more responsibility. Give them the tools they need to know when to use their new authority, when to call you, and when to say a kind yet firm “ no ” if necessary.

3. Admire your own boundaries

You have to apply and admire your own boundaries. Repel the urge to check in, reply to emails, or send instructions when you're supposed to be out- duty. Only by training yourself to admire your own boundaries can you hope to train others to admire them as well. By the same keepsake, it's important to be clear with yourself about what you need in the first place.

Conclusion

It's important for government, companies, contenders and individualities to understand what work- life balance means in order to produce policies, sufficiently support workers and for individual workers understand their rights and thrive, when working ever.

Imagine yourself on one of those balance boards. You do not simply achieve a static balanced condition and just stay still. It's a constant process of adaptations; a little further then, a little less there. Work- life balance is the same. So do not get frustrated with yourself if you take the occasional phone call after dinner or take an internal health day every so frequently. Judge your overall progress rather of your day-to-day performance.

Chapter 2

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2.1 INDEPENDENT VARIABLE

2.1.1. WORK-LIFE BALANCE

Work/life balance has become a major challenge in the workplace in a culture loaded with competing duties and commitments. Working moms in the UK expressed WLB concerns earlier in the 1960s and 1970s. Eventually, in the mid-1980s, the US government gave the problem careful study. WLB received enough awareness as a human resource management issue in various regions of the world throughout the 1990s (Bird, 2006). The number of scholarly publications on WLB has expanded, owing mostly to the rising strength of the female labour force, technological breakthroughs, cultural shifts in attitudes regarding the interaction between work and family, and the diversity of family arrangements (Greenhaus and Kossek, 2014). Many theoretical work-family models are included in the WLB research works. Despite the fact that WLB research has grown in scope, there are still significant gaps in our knowledge. understanding of work-family difficulties (Powell et al., 2019).

Furthermore, in studies examining WLB and associated elements, researchers have employed a variety of operational definitions and measures for the construct. WLB is described by Kalliath and Brough (2008) as "an individual's belief that work and non-work activities are complementary and encourage growth in accordance with an individual's present life goals. According to the Canadian Department of Labor, cited in Waters and Bardoel (2006), WLB is "a self-defined, self-determined state of well-being that a person can achieve, or can set as a goal, that allows them to manage effectively multiple responsibilities at work, at home, and in their community; it supports physical, emotional, family, and community health, and does so without grief, stress, or negative impact.

2.1.1.1 History of Work-life Balance

The idea of work-life balance is not exclusive to our profession or to our age. The notion that working hours should be kept to a minimum stem from late 1800s industry legislation that limited the working hours of women and children. A 44-hour work week was created by the Fair Labor Standards Act in 1938, despite the fact that professionals like physicians were thought to always be "on call."

Work-life balance was reemphasized in the 1980s by the Women's Liberation Movement. Maternity leave and flexible work hours have become commonplace in order to accommodate women in the workforce. This idea was first reserved mainly for women, who

were expected to maintain their occupations while still serving as the primary carers for their families and homes. Soon these advantages and concepts were soon extended to include working men and women. Throughout the latter half of the 20th century, the notion that individuals would desire a healthy balance between their personal and professional lives, greater flexibility in scheduling their time, and thus higher levels of happiness from both work and life, emerged as a central principle. (S & SL, 2014)

2.1.1.1.1 Evolution of work-life balance

Work-life balance programmes were said to have started in the 1930s. The W.K. Kellogg Corporation started using four six-hour shifts instead of the standard daily three shifts in the 1930s. An improvement in productivity and staff morale has resulted from this new shift. The phrase "work-life balance" (WLB) was first used professionally in the 1970s to describe the harmony between one's professional and personal lives. Several businesses began offering employee assistance programmes and child care services in the 1980s (EAP). The primary decade in which work-life balance initiatives gained more recognition as a crucial issue for women was the 1990s. The initial goal of these initiatives was to help mothers and children via work-life balance.

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2.1.1.2 Definition of Work-life balance

“Work–life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities.” (BROUGH, 2008)

2.2 Dependent Variable

2.2.1 Job performance

Job performance refers to scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. (Viswesvaran, C., & Ones, D. S. 2000)

2.3 Influence of work life balance on job performance

Work-life balance enhances employee's job performance by positively influencing her or his psychological wellbeing. Furthermore, by taking insights from Ryff's (1989) theory of psychological wellbeing, the person-environment fit theory, the evolutionary mismatch theory in biology, and the matching theory in economics/mathematics, we developed a theoretical idea that greater satisfaction with co-workers increases employee job performance by strengthening the effect of work-life balance on psychological wellbeing. (Haider, S., Jabeen, S., & Ahmad, J. 2018).

2.4 Gap 1 and research questions on Work life balance and Job Performance

The independent and dependent variable namely Work-life balance & Job Performance, has been studied widely and extensively, yet there is so much to discover about it. The research on this topic has not been conducted in Goa. Also, this research will be conducted in 5-star hotels only.

2.4.1 Research Questions

Work-Life Balance

1. I have enough time for friends and family excluding working hours
2. I have enough time to pursue my hobbies
- 3 I have enough time to carry out personal matters

Job Performance

1. I meet all the required standard of the job given
2. I make sure to do better every time
3. I can give suggestions in meetings on the overall functioning of the group
4. I fulfil the responsibilities specified in the job description

5. I engage in activities that can positively affect my performance evaluation
6. I perform all tasks that are expected of me
7. I can give constructive suggestions to the overall functioning of the group.

2.5 Theoretical Lense

The Social Exchange Theory

The definition of social exchange theory by Tulane University School of Social Work is "A concept based on the notion that a relationship between two people is created through a process of cost-benefit analysis. In other words, it is a metric designed to determine the effort poured in by an individual in a person-to-person relationship.

Social exchange theory (SET) is one of the most influential models for explaining friendship behaviour in the workplace (Cropanzano & Mitchell, 2005). This approach views social situations economically, as people compare alternatives and choose that which they perceive to have the most value (Emerson, 1976). Social exchange involves Behaviors that are dependent on rewards from others, and results in mutually beneficial relationships (Cropanzano & Mitchell). The exchanges that people have at work connect to the positive or negative feelings they have about their organization (Taylor & Pillemer, 2009). This may help to explain why people decide to leave an organization, as they attribute the stress of the job to their workplace.

2.6 Gap 2 and research questions: Work life balance and Job Satisfaction

Work-Life Balance

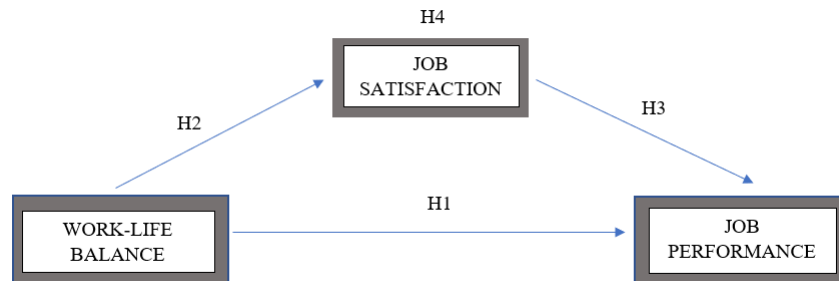
1. I have enough time for friends and family excluding working hours
2. I have enough time to pursue my hobbies
- 3 I have enough time to carry out personal matters

Job Satisfaction

1. I feel good to go to work every day and my work makes me happy
2. I feel my work keep me engaged and does not make me bored
3. My job is like a hobby for me
4. My job is usually interesting enough to keep me from getting bored

5. I like my job better than the average worker does

2.7 Overall model



2.8 Hypothesis

- **H1** – Work Life Balance has positive & significant effect on Job performance.
- **H2** – Work Life Balance has positive & significant effect on Job satisfaction.
- **H3** - Job satisfaction has positive and significant influence on Job performance

Chapter 3

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3.1 Section 1

Qualitative Study – Case Analysis

The aim of our study is to study moderating role of family-supportive supervisor behaviours on the relationship between work-life balance (WLB) and job satisfaction and the relationship between work-life balance (WLB) and job performance. In this we will see the effects of work-life balance on job performance, to study the effects of work-life balance on job satisfaction, to study effects to job satisfaction on job performance, to study if job satisfaction explains relationship between work-life balance and job performance, to see weather family support strengthens or weakens relationship between work life balance and job performance & to study weather supervisor behaviour strengthens or weakens relationship between work life balance and job performance.

This was initially gained through a systematic literature review which pointed to the possibility of relationships between the constructs under study namely Work-life Balance, Job Satisfaction, Family Support, Supervisor Behaviour and Job Performance.

However, to capture the hypothesized relationship in fuller context, a qualitative study of social media marketing activities was undertaken at the following hotels:

1. Holiday Inn Resort, Goa
2. Caravala Beach Resort, Goa
3. Heritage Village, Goa

After the case studies, cross-case analysis was done to compare the answers from the different unit of analysis.

3.2.1. PROTOCOL FOR THE CASE STUDIES:

A protocol was first designed and followed in carrying out the Case Study of the above-mentioned employees and manager for analysis as follows:

We initially made a call to HR to schedule an appointment with a time and day so that we could interview several workers and managers.

The hotels that we got were Heritage, Caravela beach resort and Holiday Inn.

Novotel, Radisson Blu, Fairfield by Marriott, and St. Regis were among the hotels that turned down our request, however few of them did provide us appointments for the next week.

3.2.1.1 Objective:

- to study the effects of work-life balance on job performance
- To study the effects of work-life balance on job satisfaction
- To study effects to job satisfaction on job performance
- To study if job satisfaction explains relationship between work-life balance and job performance
- To see weather family support strengthens or weakens relationship between work life balance and job performance
- To see weather supervisor behaviour strengthens or weakens relationship between work life balance and job performance.

3.2.1.2 Methodology:

Holloway (2008) advocates the use of simple semi-structured interviews as they can be employed to ascertain the thoughts, feelings, and perceptions of participants, which was found to be relevant in this research. Exploratory interviews were conducted with interview method, random sampling method. The residents were encouraged to be descriptive in their responses. The semi-structured interviews included questions about the place of residence, age, gender, occupation, income, children and whether they are happy with the organisation. The researcher explicitly asked if the employees had a balance between their work and personal life.

3.2.1.3 Unit of Analysis

The unit of analysis of our study are the HR managers, departmental managers and employees of the hotel.

3.2.1.4 Sample Frame

The sampling frame of this study consists of a set of a minimum of 18 semi-structured interviews of HR managers, departmental managers and employees of the hotel

conducted from 2nd January, 2023 to 6th January, 2023. Polit and Beck (2003) say that the main purpose of the qualitative study is to have a holistic view of the subject under study and to have a small sample and extract the maximum information from it, hence the correct choice of sampling may not be convenience sample. The respondents were purposively selected from the population.

3.2.1.5 Questions asked

For hotel

1. History of the hotel
2. How many employees, class of employee, gender
3. What special initiative are being taken to support work life balance?
4. If an employee is not performing well suddenly, then what action is taken to rectify the problem?
5. Do employees open up with their problems?
6. What initiative are being taken to enhance employee performance?

For employees

1. Age
2. Gender
3. Annual income
4. Marital status
5. How many children
6. Age of children
7. Where do you stay
8. Which department
9. Work experience

10. How many years in this company?
11. Current designation
12. What the company does to maintain work life balance
13. Do you get satisfactory solutions from the hotel with regards to your problems?
14. Does the company give incentive or rewards for you good performance?
15. Are you satisfied with the work you do and are you planning on working in this hotel in future.?
16. Does the supervisors help you with your queries and problems?

3.2.1.6 Case Analysis Procedure

3.2.2 Case Analysis

We went to three hotels in South Goa. The aim of this research is to check whether the employees and managers maintain work life balance in their profession. We start the research by interviewing the HR managers followed by a few of the hotel employees.

3.2.2.1 Heritage Beach Resort

For families looking to escape the hustle and bustle of city life, Heritage Village Resort and Spa, one of the top family resorts in Goa, is a refuge. The property is situated close to well-known tourist destinations and transportation hubs. Arossim Beach is 2 minutes away by foot, Dabolim Airport and Madgaon Station are 15 minutes away by car, and the city is 30 minutes away by car from the resort. (Heritage Village Resort & Spa, Goa, n.d.)

3.2.2.2 Holiday Inn

In South Goa, near Mobor Beach in Cavellossim, with views of the Arabian Sea, lies the Holiday Inn Resort. This Mediterranean-inspired resort with its direct access to the beach is as charming as it is distinctive. (Holiday Inn Resort Goa, n.d.)

3.2.2.3 Caravela Beach Resort

You may find calm at this Ramada Caravela Beach Resort-style beach resort in South Goa. At the resort's sea-view rooms, you may experience a modern blend of luxury and excitement while still staying in touch with nature thanks to its state-of-the-art facilities. (CARAVELA BEACH RESORT, SOUTH GOA, n.d.)

3.2.3 Data Analysis and Interpretation

A. Cross tabulation of all managers

Sr no.	Questions	Respondent 1	Respondent 2
1.	History of the hotel	52	The hotel was set up in 1990 under Advani Hotels& Resorts Pvt. LTD
2.	How many employees, class, gender	450 employees with 70 female employees	406 employees
3.	What special initiatives have been taken to support work life balance?	Training, annual reports and appraisals, monitored work time, WhatsApp group with the employee to check on them.	Pays overtime for union
4.	If an employee is not performing well suddenly, then what action is taken to rectify the problem?	The HOD helps the employee with their problems, if it cannot be rectified then they are sent to the counsellor. Opportunities are given to improve upon their performance.	The HOD talks to the employee personally and the HR Training manager inspects.
5.	Do employees open up with their problems?	Yes, they do during team briefings.	Yes, family friendly environment
6.	What initiatives have been taken to enhance employee performance?	On the job training, appraisals, annual day, cultural functions.	Various incentives like employee of the quarter and executive, dinner coupons and certificates, townhall every month, special task certificates, recognition letters.

B. Cross tabulation of all employees

Employees							
Sr no.	Questions	Respondent 1 (HR)	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
1.	Age	42	42	21	30	32	43
2.	Gender	Male	Male	Female	Male	Male	Male
3.	Annual income	-	-	-	-	-	18L
4.	Marital status	Married	Married	Single	Married	Single	Married
5.	How many children	-	1 daughter	Nil	2	-	1
6.	Age of children	-	6 years old		8, 10 years	-	7 years old
7.	Where do you stay?	Fatorda , Goa	Benaulim	Cortalim , Goa	Margao, Goa	Colva , Goa	Aquem , Goa
8.	Which department do you work in	HR, Security	Food Production	F&B	Food Production	Reservation and Sales	Front Office
9.	Work experience	19 years	Worked before in various business hotels.	It is fun yet challenging	12 years	7 years	22 years
10.	How many years in each company	2.5 years		-	Average – 5 years	-	I worked only in Holiday Inn
11.	Current designation	HR & Security manager	Senior sous chef	Trainee F&B executive	Sous Chef	Reservation Manager	Front Office manager
12.	What the company does to maintain work life balance	Provide paid public holidays, insurances for employees, birth celebration, best employee of the quarter, star of the month, appreciation awards, long service recognition award, milestone achievement award	-	The company organizes birthday bashes, award ceremony as per reviews on site	Good working environment and family oriented	9-hour shifts, leaves are provided as per requirement.	Fixed working hours, award ceremony, best employee of the month, etc

13.	Do you get satisfactory solutions from the hotel with regards to your problems?	Yes	Yes	Yes, but you have to create your own solutions	Always satisfied with the response	Yes	Yes
14.	Does the company give incentives or rewards for your good performance?	Yes, it does	Yes	Yes	Yes	Yes	Yes
15.	Are you satisfied with the work and are you planning on working in this hotel in the future?	Yes	Definitely yes	I am satisfied	Yes	Yes	Yes
16.	Does the supervisor help you with your queries and problems?	Yes	Yes	Yes, they are helpful and kind	Yes, they are cooperative	Yes	Yes

	rewards for your good performance?						
15.	Are you satisfied with the work and are you planning on working in this hotel in the future?	Rather not say	Yes	Yes	Yes	Yes	Yes
16.	Does the supervisor help you with your queries and problems?	Yes	Yes	Yes	Yes	Yes	Yes

Sr no.	Questions	Respondent 13	Respondent 14	Respondent 15	Respondent 16
1.	Age	40	32	44	30
2.	Gender	Female	Male	Male	Male
3.	Annual income	2.04L	3.24L	3L	3L
4.	Marital status	Married	Married	Married	Married
5.	How many children	1 son	3 sons	1 daughter, 2 son	-
6.	Age of children	18 years	10yrs, 7yrs, 5yrs	14yrs, 10yrs, 7yrs	-
7.	Where do you stay?	Jharkhand	Uttar Pradesh	Uttar Pradesh	Patna
8.	Which department do you work in	Housekeeping	Engineering	Engineering	Housekeeping
9.	Work experience	10 years	14 years	27 years	6-7 years
10.	How many years in each company	6 years	Since 2014	7.8 years in Leela	4 years in Lalit
11.	Current designation	Guest room attendant	Carpenter	Senior polisher	Senior assistant in HK
12.	What the company does to maintain work life balance	Yes	Yes	Yes	Yes
13.	Do you get satisfactory solutions from the hotel with regards to your problems?	Yes	Yes	Yes	Yes
14.	Does the company give incentives or rewards for your good performance?	Yes	Yes	Yes	Yes
15.	Are you satisfied with the work and are you planning on working in this hotel in the future?	Yes	Yes	Yes	Yes
16.	Does the supervisor help you with your queries and problems?	Yes	Yes	Yes	Yes

3.3 Conclusion

From the above qualitative study, we conclude that there is a co relation between employees who maintain a good work-life balance and job satisfaction.

This qualitative study has given us a strong foundation to go ahead with our quantitative study.

3.3.1 Unit of Analysis and Sampling

The unit of analysis for this study are the HR managers, departmental managers and employees of the hotel.

For the quantitative study convenience sampling technique was used to select respondents, based on their availability and willingness to be a part of this study. Care as taken to include sufficient representation from employees. The total sample size was 150.

3.3.1.1 Sample size

A total of 150 responses were received. Out of which were discarded as the respondent does not work in the hospitality industry. The filter question was “Do you work in the hotel industry?”. The survey period was from 23rd January, 2023 till 23rd February, 2023.

Demographic details of sample

3.3.2 Data Collection Tools

A questionnaire with 6 sections was designed for the study. The first section collected the demographic information. The second section measured the extent of Work Life Balance on a likert scale (Strongly Agree to Strongly Disagree). The third section measured the extent of Job Satisfaction of the hotel employee on a semantic scale (Always to never). The fourth section measured the extent of Family Support o a likert scale (Strongly Agree to Strongly Disagree). The fifth section measured the Supervisor Behaviour on a semantic scale (Always to never). The sixth section measured the level of Job Performance on a likert scale (Strongly Agree to Strongly Disagree).

The questionnaire is shown in Appendix 1.

3.3.3 Data Collection Procedure

The data for the quantitative study were collected online through Google form questionnaires. The questionnaires were administered through WhatsApp and emails.

The structure of the questionnaire, its objective and rating scheme was explained to the respondents in the beginning and confidentiality of their responses was made clear. The respondents belonged to a different gender, age groups, income groups, and educational background.

3.3.4 Data Analysis Procedure

The data was then taken from google forms and out in excel, this was then coded and moved to SPSS 2022 to be future examined for regression, reliability, and collinearity.

Chapter 4

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DATA ANALYSIS

Data was collected online through google forms. The data was then downloaded into an Excel sheet and coding was done. This was then extracted in the SPSS software spreadsheet.

RELIABILITY

First the demographic details were analysed and frequency was calculated. Next the Scales were checked for reliability by calculating the Cronbach's alpha. As seen from Table 2 all the scales were found to have Cronbach's alpha greater than 0.7 and hence were found reliable.

Table 4.2: Reliability Test of every scale

Sr.no	Constructs	Items	Cronbach's Alpha
1	Work-life Balance (WLB)	3	0.903
2	Job Satisfaction (JS)	5	0.831
3	Family Support (FS)	3	0.775
4	Supervisor Behavior (SB)	3	0.804
5	Job Performance (JP)	7	0.914

CONVERGENT VALIDITY

Next the correlation between the items of each construct were calculated to check if they measured the same construct. The correlations were found to be moderate i.e., between 0.3 and 0.7 and hence the

Table 4.3 Correlation between items of WLB

		WLB1	WLB2	WLB3
WLB1	Pearson Correlation	1	.734**	.796**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
WLB2	Pearson Correlation	.734**	1	.739**
	Sig. (2-tailed)	.000		.000
	N	152	152	152
WLB3	Pearson Correlation	.796**	.739**	1
	Sig. (2-tailed)	.000	.000	
	N	152	152	152

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

The correlations in the above table lies between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.4 Correlation between items of JS

		JS1	JS2	JS3	JS4	JS5
JS1	Pearson Correlation	1	.502**	.522**	.644**	.409**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	152	152	152	152	152
JS2	Pearson Correlation	.502**	1	.367**	.514**	.585**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	152	152	152	152	152
JS3	Pearson Correlation	.522**	.367**	1	.601**	.347**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	152	152	152	152	152
JS4	Pearson Correlation	.644**	.514**	.601**	1	.493**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	152	152	152	152	152
JS5	Pearson Correlation	.409**	.585**	.347**	.493**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	152	152	152	152	152

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

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.5 Correlation between items of FS

		FS1	FS2	FS3
FS1	Pearson Correlation	1	.584**	.444**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
FS2	Pearson Correlation	.584**	1	.605**
	Sig. (2-tailed)	.000		.000
	N	152	152	152
FS3	Pearson Correlation	.444**	.605**	1
	Sig. (2-tailed)	.000	.000	
	N	152	152	152

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

The correlations in the above table are above 0.7 as the respondents did not understand the question.

Table 4.5 Correlation between items of SB

		SB1	SB2	SB3
SB1	Pearson Correlation	1	.576**	.530**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
SB2	Pearson Correlation	.576**	1	.646**
	Sig. (2-tailed)	.000		.000
	N	152	152	152
SB3	Pearson Correlation	.530**	.646**	1
	Sig. (2-tailed)	.000	.000	
	N	152	152	152

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

The correlations in the above table are above 0.7 as the respondents did not understand the question.

Table 4.6 Correlation between items of JP

		JP1	JP2	JP3	JP4	JP5	JP6	JP7
JP1	Pearson Correlation	1	.682**	.609**	.532**	.522**	.492**	.429**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152
JP2	Pearson Correlation	.682**	1	.662**	.587**	.650**	.676**	.543**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	152	152	152	152	152	152	152
JP3	Pearson Correlation	.609**	.662**	1	.652**	.604**	.625**	.563**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	152	152	152	152	152	152	152
JP4	Pearson Correlation	.532**	.587**	.652**	1	.792**	.709**	.502**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	152	152	152	152	152	152	152
JP5	Pearson Correlation	.522**	.650**	.604**	.792**	1	.761**	.512**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	152	152	152	152	152	152	152
JP6	Pearson Correlation	.492**	.676**	.625**	.709**	.761**	1	.567**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	152	152	152	152	152	152	152
JP7	Pearson Correlation	.429**	.543**	.563**	.502**	.512**	.567**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	152	152	152	152	152	152	152

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

The correlations in the above table are above 0.7 as the respondents did not understand the question.

DIVERGENT VALIDITY

The Independent variables were tested for non-collinearity (that every construct was different from the other and did not share common variance). If VIF is less than 3 than non-collinearity is achieved.

Next the hypotheses were tested using regression analysis. For this IBM SPSS version 22 was used

Regression Analysis

$$Y = \text{constant} + ax_i + e$$

$$\text{Dependent variable} = \text{constant} + a^* (\text{Independent Variable}) + e$$

Table 4.7 – R Square Value explaining the variance in the dependent variable job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.223	.202	3.76578

a. Predictors: (Constant), FS, SB, WLB, JS

From table 4.7 you can see that R square = 0.223 which means that the 4 independent variables Work-life balance, Job satisfaction, Family support, Supervisor behaviour explain 22.3% of the variance in the dependent variable Job Performance

H1 – Work Life Balance has positive & significant effect on Job performance.

H2 – Work Life Balance has positive & significant effect on Job satisfaction.

H3 - Job satisfaction has positive and significant influence on Job performance

Table 4.8 – Regression coefficients and collinearity statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.437	1.273		5.059	.000		
	WLB	-.299	.119	-.196	-2.510	.013	.870	1.149
	JS	.452	.102	.366	4.442	.000	.779	1.284
	SB	.289	.157	.140	1.836	.068	.911	1.097
	FS	.360	.175	.161	2.052	.042	.855	1.170

- a. Dependent Variable: JP = 6.437 - 0.299 WLB + 0.452 JS + 0.289 SB + 0.360 FS + e. (equation 1)
 From the above and equation, the impact of job satisfaction is the greatest followed by family support.

From above equation and table 4.8 we can say that

H1 is not supported

H2 is supported

H3 is supported

The VIF is < 3 which implies there is no multi-Co-linearity

Frequencies

Frequency of Socio-demographic detail

Table 4.9 - Frequency of SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	64	42.1	42.1	42.1
	Male	81	53.3	53.3	95.4
	3	7	4.6	4.6	100.0
	Total	152	100.0	100.0	

Table 4.10 – Frequency of AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 < 25	46	30.3	30.3	30.3
	25 < 35	34	22.4	22.4	52.6
	35 < 45	32	21.1	21.1	73.7
	45 < 55	26	17.1	17.1	90.8
	55 and above	14	9.2	9.2	100.0
	Total	152	100.0	100.0	

Table 4.11 - Frequency of Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	76	50.0	50.0	50.0
	Married	64	42.1	42.1	92.1
	Divorced	9	5.9	5.9	98.0
	Widow	2	1.3	1.3	99.3
	Widower	1	.7	.7	100.0
	Total	152	100.0	100.0	

Table 4.12 - Frequency of Annual Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 lakh - 5 lakhs	72	47.4	47.4	47.4
	5 lakhs - 10 lakhs	32	21.1	21.1	68.4
	10 lakhs and above	48	31.6	31.6	100.0
	Total	152	100.0	100.0	

Table 4.13 - Frequency of Number of Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	31	20.4	20.4	20.4
	2	34	22.4	22.4	42.8
	None	87	57.2	57.2	100.0
	Total	152	100.0	100.0	

Table 4.14 - Frequency of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Upto 12th	20	13.2	13.2	13.2
Under Graduate	32	21.1	21.1	34.2
Graduate	24	15.8	15.8	50.0
Post Graduate and Above	76	50.0	50.0	100.0
Total	152	100.0	100.0	

Chapter 5

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FINDINGS, CONTRIBUTION, MANAGERIAL IMPLICATIONS, AND FURTHER RESEARCH AREAS

5.1 Findings and Theoretical Contribution

5.1.1 Case Studies

The qualitative cross case analysis on hotels and hotel employees confirmed that there is a balance between work life and personal life among hotel employees. The Case studies contributed to the confirmation of the conceptual model. The first contribution of the case studies is the detailing of the hotel managers about the initiatives taken by the hotel towards practices to help maintain work life balance among hotel employees. The second contribution is the experiences shared by the hotel employees about their job performance, job satisfaction, supervisor behaviour and family support. The third contribution is the influence of work life balance on the employees' job performance and job satisfaction. Thus, providing the management of hotels an insight whether the hotel employees maintain a balance between their work and personal life.

5.1.2 Work-life balance and job performance.

Authors found that research found that employee work-life balance increases employee job performance by positively influencing psychological well-being (Haider et al., 2017). Dousin et al. (2019) found that job satisfaction mediates the relationship between employee work-life balance and job performance in a medical context. Since work-life balance has been seen as an influencer of job satisfaction (Victoria et al., 2019) and job satisfaction influences employee job performance. The above studies were conducted in university among the teachers & healthcare, it shows similar results in the hospitality industry if not more harsher in hospitality industry.

5.1.3 Job satisfaction and job performance

Employee engagement is a process and cannot be created in a day. According to the research, good organizations put processes in place to ensure engagement and increase it. These include planning, employee input and satisfaction, strong communication and an understanding of what motivates employees. Engaged

employees are challenged in a positive way, allowed to have some autonomy, feel valued and respected. There are opportunities for personal and professional growth including promotions. Commitment and communication is a two-way between management and staff. Successful organizations understand the benefits of happy staff, excellent performance and employees being engaged. There is, in most cases, better financial performance and a motivated workforce. The literature contained in this study clearly underscores these concepts and gives the reader a sense of the importance of fostering employees in this way. Understanding these principles can be the difference between success and failure. (Bin, 2016)

5.1.4 Work life balance and job satisfaction

Job satisfaction is believed to have encouraged the emergence of positive employee attitudes to put the interests of the organization above the interests of individuals. It also encourages employees to do work with full responsibility even beyond what is expected by the organization. According to Robbins and Judge (2017), job satisfaction leading to OCB is the element of trust. (Heriyadi, July, 2020)

5.2 IMPLICATIONS

From chapter 4 we can say that, Work-life balance has several effects on productivity and enjoyment at work, and these effects may have a big impact on people, businesses, and society as a whole.

Implications for individuals: Achieving work-life balance can improve people's wellbeing, mental health, and physical health. People can feel reduced stress and burnout by improving work-life balance, which will boost job satisfaction and productivity. Additionally, they could have more time for social interactions and other activities, which would improve their quality of life.

Organisational implications: By encouraging work-life balance, organisations can see improvements in retention, employee engagement, and absence rates. A healthy work-life balance increases an employee's likelihood of being productive and motivated at work, which improves job performance. Organisations may also attract a larger pool of employment candidates by offering flexible work arrangements,

including individuals who might need a work-life balance to satisfy their personal needs.

5.3 LIMITATIONS

Limited geographical area: Findings from research conducted in a specific geographical location, such as India, may not be applicable or generalizable to other populations or settings. This could limit the external validity or generalizability of the research findings to broader populations or diverse contexts.

Small sample size: Conducting research within a small-time frame may result in a small sample size, which could limit the statistical power of the study and affect the reliability of the findings. Small sample sizes may also limit the ability to detect small but meaningful effects or to conduct subgroup analyses.

Lack of longitudinal data: Research conducted within a small-time frame may not include longitudinal data, which could limit the ability to track changes over time and establish causal relationships between variables. Longitudinal data are important for understanding the temporal dynamics of a phenomenon and establishing robust causal inferences.

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