CHAPTER 1
CONCEPTUAL FRAMEWORK

This chapter introduces the research topic and its theoretical background. It gives the basic understanding to various concepts and constructs used in research. The sections included in this chapter are as follows

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1.1 Introduction
In today’s competitive market HR is considered as an important factor for the success and survival of an organization. Manpower is a vital asset and a delicate factor of production in competitive world. Retention of skilled and talented staff is necessary through efficient HR management practices. The performance of a firm depends on how effectively they utilize their manpower. Manpower as a resource is different when compared to other physical
resources of an organization. The human aspect of this resource brings with it various challenges to manage it effectively. To manage the HR of an organization needs a lot of understanding about the human or psychological aspect of the human being. If HR is tackled judiciously one can get the best out of it. Retention of skilled and talented staff is necessary through efficient HR management practices.

In the second half of 18th-century after industrial revolution there has been a shift in the pattern of work. There has been an increasing employment opportunity in present market. This has given a way for talented and young workforce as there are changes in demographic profile of employees. 20th-century has created new endeavours for development of economy and business across the globe. Organizations find difficult to gain competitive advantage and sustain it by cost reduction and increasing profit margins. The new scenario of globalization includes downsizing mergers and acquisition and a shift in organizational culture. Globalization, competition, information technology etc. has brought about radical changes in the business. In the past financial figures were used in defining a good company. Today Quality of work life, job satisfaction ethics etc. are considered as predators in viability of business.

India is now renowned as one of the emerging countries and hence there is a need in paradigm changes in the functioning of business as compared to earlier days. Liberalization, Privatization, Globalization and technological development has resulted in more competition and alert, flexible and customer focused business. There has been a change in organizational work culture and employees perceptions. Currently employees are more involved and attached to their jobs. It is not just remuneration or promotional prospects, but employment decisions are made by job seekers on how workplace supports a balance between professional and personal life. There has been a significant demographic and attitudinal change in employees. Changes have taken place in family culture also. Nuclear families, dual earning parents, single parent, parents working at distant locations are increasing. International assignment has increased due to global presence of business firms. This suggests the urgency to address work life issues as primarily business concern.
The irony of Globalization is in its two faces, the one which brings with it the opportunities to existing labour and the other which creates an atmosphere which does not suit to create a conducive working environment. Present workforce suffer from negative feeling like labour turnover, job stress, absenteeism, unhealthy competition, lack of self-motivation, unhealthy labour management relations etc. The practices of downsizing, layoffs and strikes are on an increase. This has made the life of an employee very challenging and they fail in maintain a healthy WLB.

Integrating work and personal life is a part of everyday challenges faced by majority of work force. To lead a fulfilling life a person requires family, wealth, health, career, social interactions, intellectual satisfaction, personal achievement and spiritual enlightenment. In this moving wheel of life to strike a right balance is imperative. Sometime people go to work and feel utterly incapable of completing the simplest job. This makes them feel exhausted and dejected by the extent of the task they have to complete. The same emotions are carried home. People leave their offices late, having tried to pull off the work assigned somehow. When at, home every small little thing seems to annoy them. This type of a situation has become a very common phenomenon of modern workplace.

Balanced living is self-perpetuating. The positive things you do in one domain of your life spreads into other domain. For instance if you take good care of your health by exercising and eating regularly, you will sleep well, work more efficiently and feel that things are under your control. Balance goes hand in hand with organizations. This may not sound particularly exciting, but clear sighted management of fundamentals of life such as health, finance, workplace, friends, home can liberate a person to peruse the things that do excite them. Benefits of modernity have negative as well as positive consequences. In the computer age it’s easy to fall into the trap of spending more and more time at work trying to become more productive. Fast foods have contributed to an increased prevalence of obesity and diabetes in developed countries. Ease of travel can result in being away from family and friends. Being accessible outside working hours to clients and co-workers due to cell phones can cause work concerns to invade our home life.

Since life is full of ups and downs, it’s a constant challenge to stay on an even
kneel. Everyday a multitude of interest compete each other for your time and attention. Given that life is constant flux, it’s difficult to access the current state of balance. There may be times when people are under pressures to work late than intended thereby jeopardizing a social engagement or regular gym secession. People work not only for money, but to acquire a certain lifestyle, a sense of belonging, of being a part of something meaningful. Ideally, work brings pride in a job well done. But there’s no point in denying that work can also be a burden that often weighs heavily on us. Employees are caught between commitments at family, expectations of the organizations, personal aspiration and technological innovation and employer is struggling to manage stiff competition, increasing cost, project deadlines, economic situations etc.

Working hard can be hugely rewarding in terms of both satisfaction and salary. However, if working day monopolizes time to such an extent that the family, social activities and spiritual and intellectual pursuits are neglected than this work may be costing more than what is gained. Most people are sociable by nature and tend to gravitate towards each other. Meaningful and satisfying relationship provides all benefits such as intellectual simulation; experience to learn from, emotional and financial support, encouragement, responsiveness, inspiration and sense of belongingness, acceptance and security. Being into relationship of any kind requires that you take into account the needs of that person, their interest, prioritize responsibilities, schedules etc. Failing to do so, leads to disappointment and dissatisfaction to both the people.

Stress is unavoidable fact of modern life. Even when things are going well, then also various conflicting demands that we face in our hectic lifestyles can have an adverse effect on our concentration, stamina and many other aspects of our health. However there are actions which can be taken to reduce negative effects of stress can have on wellbeing and WLB. Living a balanced life is not about being in control of all things, but rather about managing those things over which we do have and influence and managing our reaction to everything else.
1.2 Definition of concepts

Work - Work refers to the duties and responsibilities undertaken by an individual when is employed with some organization and is been paid for the same.

Life - Life refers to activities undertaken by an individual other than the paid work such as leisure, family, friends, exercising, reading, hobbies, vacationing, spiritualizing etc.

Family - Family refers to spouse, siblings, parents, children and extended family such as in-laws of an individual.

Balance - Balance refers to the appropriate time devoted by an individual to his work, life and family. Appropriate time is not equal time devoted but sufficient enough time to achieve satisfaction in all the three areas i.e. work, family and life.

Domains - The areas or spheres in an individual's life i.e. Work, Life and Family are called as domains.

Conflict - When the demands of work, family or life contradict one another, generally while satisfying demands of one domain you dissatisfy the other and such a disagreement between the domains is called as conflict.

Policies - Policies are set of rules and regulations, codes and principles framed and adopted by an organization to achieve its goals. Policies are generally in written or documented form.

Procedures - Procedure is a method or process adopted to implement the policies of the organization. They are step by step instructions to effectively implement the policies.

Employee - Employee is a person who is hired to perform a specific job or to provide labour by someone else, called as the employer.

Human Resource - The people, manpower or employee working in an organization are called as its human resource.
Hotel - Hotel is a commercial establishment which provides boarding, lodgings, meals and other facilities for the travellers or guest who travel to various places for different purposes.

Spill-over - Spill-over refers to an interaction of one domain into another due to which there is negative or positive impact in other domain.

1.3 Work Life Balance

Organizations have realized that employees work life and personal life have conflicting demands and hence it is necessary to address the WLB concerns of its employees. An individual have to manage multiple responsibilities at home and at work. WLB refers to finding an appropriate way to manage both professional and personal life satisfactorily. WLB does not mean dedicating equal time to work and personal life, but creating a satisfactory mix between multiple roles in an individual’s life. The times people spend at work have always been changing but the pace at which changes are taking place have been very rapid. There has been a public policy debate on WLB and is now at the forefront as it is widely reported by the media that such a debate and public policy on WLB has the potential to bring paradigm shift in the way the world will work.

To earn a decent livelihood work is crucial; however life is not all about work. WLB is dynamic process. Personal life and work are interdependent and they are inter-connected. Though people recognize and give due consideration to other aspects in life than work, still they end up giving more importance to work and career. Many people think that once a particular career goal is achieved they will spend some time for their own self. As one goal is achieved the other career aim is awaiting them and this goes on and on. Many people for reaching for ambitious goals loose the balance between their work and their own lives. Having an appropriate WLB is better said than done. It is practically difficult to achieve such a balance. People have to follow certain strict discipline and make some tough choices to manage their work and personal life.
WLB is all about managing proper balance between paid work and unpaid activities. If this balance is achieved it leads to satisfaction of an individual in work as well as personal life. The exact meaning and understanding of WLB may differ from person to person as the meaning of balance changes in different phases of life. It also depends upon the factors such as gender, age, family marital status, society etc. From the view point of the employees WLB can be called as the dilemma in managing work responsibly and other personal responsibilities. From the organizations point of view WLB can be termed as activities that create a supportive work culture which will enable the employees to focus on their jobs when they are at work. It is found that approximately 40% of employees neglect their personal life due to work; this may increase vulnerability to many physical and mental health problems. An individual experiencing an imbalance in life shows certain symptoms. There is a feeling that there is no control of life, individuals start feeling guilty as they are not able to satisfy certain roles, difficulties arise in concentration at work, feeling of frustration and tiredness, constant conflict with family or colleagues etc. are some important symptoms of WLB imbalance.

The concept of WLB was framed and become popular in 1986. But its everyday usage started much later. WLB practices were even found in 1930’s. One such instance was that W.K.Kellogs Company which was working with three eight hour shift daily replaced it with four six hour shift. Such types of practices were adapted by many companies before World War II. In developed countries research on WLB is evolved as a cross disciplinary and distinct field of inquiry. A book called “Work & Family in United States: A Critical Review for Agenda Research & Policy” written by Rosabeth Moss Kantur highlighted the issue of WLB in 1977. Companies started offering family friendly policies in 1980’s and 1990’s. Earlier such policies were primarily meant for women employees to support their household and child care responsibilities. Now-a-days various WLB programs are not only designed for women but for men also. The earlier practices of WLB found popularity in U.S, but now such initiatives have become a global phenomenon. Global employees are demanding policies that can offer a better control and flexibility in work as well as personal life.

In India the work life research are more focused on women who have to...
manage home and work and is primarily a part of psychological research. In mid-1970 the first step towards work family enhancement took place in India. 1975 was declared as International Women’s Year. The first Report of the committee was released by Government of India in 1974 on the status of women. The report provided the record of subordination of women and summarized statistics of adult sex ratio and imbalanced child. Many more researches related to women and work family issues were conducted after this report. In 1980 issues related to deficiency of male in work family studies were addressed. There was an increasing number of working couples especially in urban India. Studies focused on problems of working couples and gender difference in work and family.

In 1990’s Liberalization of Indian economy took place. Though research was mainly focused on women it also expanded focus in studying the impact of globalization on women. There was a noticeable presence of professional women in high status job and distinctions were made between career oriented women and housewife’s. There was a boom of information technology sector, call centres and software industry between 1995 -2000. Initially organization began offering services associated with non-work domain or family such as day care services, gymnasiums, canteen facilities etc. The generally course of research done in mid-1990’s were generally following the past two decades. The disconnection of research on work and family appears to have decreased the ability to resolve basic dilemmas in Indian society. Support for WLB in India mainly comes from non-institutional support enabled by extended family such as in-laws, parents, paid help or maids and spouse. Institutional support is provided by Government in form of policies which appear good on paper but fail when it comes to implementation.

A survey conducted by Outlook Business in January, 2010 has shown that on an average people overwork for 6.5 months in a year and work in a balanced way for 4.3 months. The survey also focused various life stage and which aspects to be considered at different stages to manage the WLB. If priority is to be set among the activities beyond work which requires maximum support, than first priority is given to family and activities related to responsibilities of family. The other things such as developing hobbies, leisure etc comes later on. The survey states that lack of support from top management is one main
reason of failure of WLB policies. If WLB policies are strongly implemented women can get better chances to excel in the career and it will help men too.

1.3.1 Support in form of policies in India

Support for WLB in India has been provided by government as well as private sector organizations. Government has enacted various laws favouring work life concerns and private sector organizations are offering diverse range of family friendly policies. But all polices are generally women oriented. There are various non-institutional level supports also which enable individual to manage their work and personal life. Non-institutional support is generally provided by parents and in laws also called as extended family, help in form of maids and support form spouse and children.

Government interventions are usually in form of policies which appear sound on paper but ineffective at implementation. The Maternity Benefit Act of India, 1961 gives a women right to take six months of leave with pay before and after the delivery. If needed the entire leave can be entitled post-delivery also, and the amendment to this act aims at addressing concerns of sexual harassment. Factories Act, 1948 states that an employer is needed to provide facilities for child care if more than 30 women worker are employed who are having children under six years of age.

The prominence of private sector and multinationals has increased India since liberalization and foreign direct investment in various sectors. A much respected and well known conglomerate The Tata Group has various work life initiatives target at women and employees in general. One such initiative take by Tata Motors, Pune is cooperative called “grihini” udyogs which are managed by wives of employees of Tata Motors. Tata Group has also introduced Tata Second Career Internship Program which assign projects to candidates whole belong to the group, women up to eight years career gap can also find work because of this program. Wipro and Infosys are well known IT firms who are offering wellness initiatives for their employees to reduce work stress. Multinational such as CISCO have set up Women’s Action Network in 2004 and they organize activities such as mentoring, workshops on different issues, community activities such as Girls in Technology and events such as “bring kids to work” day. A Program called as “RESTART”
was initiated by GE which aimed at recruiting women technologist who has taken career breaks. Apart from the above mentioned policies the popular initiatives such as flexible timings, telecommunicating, work from home are generally offered by many popular private sector institutions such as TCS, HCL technology, Hindustan Unilever Ltd etc.

1.3.2 Definitions

WLB can be defined from employees prospective as the dilemma to manage the two domains of the life and balance which eases their work obligation with personal and family responsibilities (Lockwood, 2003).

WLB involves proper prioritizing between work which includes career and ambition and life which includes health, family pleasure and leisure etc. WLB can also be stated as a satisfactory level of involvement or fit between multiple roles in a person’s life (Hudson, 2005).

WLB can be explained as spending quality time with family, getting leisure time to relax, having good support of colleagues, getting better quality of care and education for children and being satisfied with career and work (Karakas & Lee, 2004).

WLB can be defined as contentment and proper functioning at home or personal life and at work with minimum or negligible conflict between the two. (Clark, 2000).

WLB can be defined as the relation between the cultural and institutional times and spaces of work and non-work in societies where income is predominantly generated and distributed through labour market (Felstead et.al., ).

WLB is a situation in which individuals have adequate control and autonomy regarding where when and how they can work to fulfil their responsibilities in paid and non-paid work (Visser & Willams, 2006).
WLB can also be referred as holistic and harmonious integration of various work and non-work activities, so that individuals can achieve potentials in different domains in which they play important roles (Bailyn et al., 2001).

An extensive definition of work-life balance was as work-family balance is an accomplishment of the role-related expectations which are negotiated and shared among individual and his / her role-related allies in work and family domains (Grzywacz & Carlson, 2007).

Effectively managing multiple responsibilities at home, work and other walks of life can be referred as WLB. The expectations and responsibilities at work, home and other area of life are ever increasing. When we talk about WLB the two domains work and family life are considered two important areas of life. In today’s world an individual has many other roles other than work and family which he enjoys in performing. Life includes various domains and not restricted to work and family. Some of these domains include friends, leisure time, health, spirituality and social participation. If any of these areas is neglected it will have negative impact on other areas. For example dedicating more time and long hours at work can lead to health problems or conflict with family as they are deprived of time.

WLB means experiencing satisfaction in all domains of life. For achieving satisfaction in all domains of life an individual requires resources like time, energy, willingness and commitment. WLB can be called as the state of equilibrium where both the demands of job and personal life are equal. Researches have suggested three things role overload, family to work interference and work to family interference. Role overload means when one role exerts too much pressure and is highly demanding which leads to fatigue and stress. Interference of work to family takes place when work demand makes it difficult for an individual to give adequate time to family responsibilities. Family to work interference takes place when responsibilities of family are demanding and does not allow and individual to concentrate on work.
1.3.3 Reasons for growing imbalance in life

- Working style has been changing rapidly. Gone are the days when working hours were quiet fixed and standardized. Due to the cut throat competition employees begin their day early in the morning and work continues till late night.
- There is an increase in the number of female participation in full time employment.
- Family life has also become more demanding and people are required to devote time and concerns for family.
- Work pressures is also on an increase due to constant need to remain in the competition
- Technological advancement due to the mobile phones and internet makes a person constantly attached and involved with the job.
- Dual earner couples are also on a rise where both the partners have to look after the work as well as family.
- Single parent families are also increasing where the entire burden of work and home falls on the single parent.
- Traditional joint family system is now been replaced with nuclear family system where working couples do not have their parents or in-laws who can look after household aspects.

When people have control on where, when and how they work, they are able to enjoy optimal quality of life. WLB can be achieved if an individual right to satisfy life inside and outside the paid work is respected as a norm, which will provide mutual benefit to the individuals, business and society. Different researches and authors have described WLB in different ways but in general it can be termed as having equilibrium, or maintaining overall harmony in life.

1.3.4 Work Life Conflict

There has been a drastic change in the demographic composition of workforce which has increased the importance of work and family issues. Today’s workforce is more concerned of balancing their work and personal life. More women entering the work force, single parent, dual earning couples, nuclear families etc. have made it difficult to handle the family domain of life.
Globalization, advancement technology, focus on customers etc. have increased the pressures of work. As the demands of both the domains work and personal life which includes family and friend have increased this lead to WLC. The way in which work and family interact in an individual's life have crucial ramification on work and personal life. Work and family can be the source of support and growth as well as source of strain and stress. Work and family can benefit from each other, this is called as work family facilitation and this can prove helpful in balancing work and personal life. Work family facilitation is extent to which a person is engaged in social system i.e., work or family and how such an engagement will help in growth of the other system. The nature and severity of WLC changes depending in which phase of life an individual is. People in their early careers find difficulty in paying back loans taken for education, finding proper place to live and to find intimate relationship. These issues of young employees can lead to WLC. In mid-career the issues focuses on parenting, maintain healthy relation with spouse, and other activities of wellbeing such as social engagements, leisure, hobbies and friends together with advancement in career. The late career issues of work life are related to aging parents, growing children and their education, planning of one ones retirement, age related health problems together with personal life activities such as leisure and community activities. The main problem arises for retired employees to gain a new balance as they enter into new ways of employment as part timers or retirees. Hence the nature WLC varies according to the varying phases in the career of an individual.

When an individual tries to meet the demand in one domain it becomes difficult to meet the demand in the other domains both the domains work and personal life are non-compatible mutually. This leads to WLC. WLC was previously addressed as WFC by various researchers. Recently researchers have begun to realize that it is important to view this concept beyond work and family. It is necessary to understand the various other ranges of demands that influence an individual. Recent changes in the work and family domains are affecting the boundaries drawn between work and family. WFC is experienced when involvement in one role interferes with the involvement and performance in the other role. WLB is about making the work and personal life
compatible where work includes various responsibilities at work and personal life includes not only family but other personal activities such as health, leisure, hobbies, social interaction etc. Hence the concept of WFC has now been replaced by WLC. Studies on WFC are based on model of stressors; moreover they studied the contribution of stressors to organizational and personal outcomes. Work stressors are working hours work overload whereas non work stressors are marital relation, number of children, ageing parents etc. These stressors may have negative impact on various organizational and personal outcomes.

Individual factors can also have an impact on the outcomes of WLC. Individual factors such as type of work, work support, family responsibilities, spouse support, education, experience, personality, culture and income are some of the factors effecting WLC. Certain work require commitment at work any time such as police, fire stations, hospitals and hence employees working for this organizations face a greater work life conflict. Whereas certain work where much time is not needed such as a teacher will face lesser WLCs. If responsibilities at home are more in form of dependent children, elderly parents, bed ridden family member etc. than WLC will be more. Support from the spouse can be a leading factor to reduce WLC. Education and experience help in handling the conflict in a better way. Individual's ability and skill to cope up with a particular situation also is a major factor which will determine the extent of conflict. Cultural can proves to be advantageous or disadvantageous such as Indian culture of Joint family helps to manage work and personal life in a better way as compared to western cultures nuclear family system. Higher income individuals can spend money for various responsibilities at home and hence they experience lesser conflict.

WFC is experienced when involvement in one role interferes with the involvement and performance in the other role. WLB is about making the work and personal life compatible where work includes various responsibilities at work and personal life includes not only family but other personal activities such as health, leisure, hobbies, social interaction etc. Hence the concept of WFC has now been replaced by WLC. Studies on WFC are based on model of stressors; moreover they studied the contribution of stressors to organizational and personal outcomes. Work stressors are working hours...
work overload whereas non work stressors are marital relation, number of children, ageing parents etc. These stressors may have negative impact on various organizational and personal outcomes.

An important framework in the form of role theory has been provided which will help to understand the efforts taken by men and women to balance various roles. This theory is based on scarcity hypothesis, and suggests that the resources of time and energy devoted to various roles are scarce and fixed. Increased pressure in one role may result in role conflict, role overload and unfavourable repercussions. Energy scarcity can create conflict and produce anxiety and stress. When there is simultaneous pressures arising out of two different roles, such that fulfilling one role will make it difficult to fulfil the other it is called as role conflict. Role conflict is studies with the effects of stressors. These stressors are pressures arising at work, pressure at home or family and inter role conflict.

An individual has to play multiple roles of an employee, parent, child community person etc. These various roles, if not compatible can lead to WLC. Due to the pressure of one role it becomes difficult to fulfil demands of the other role. This leads to inter role conflict. Studies have suggested that WLC has been one of the strongest factors of job dissatisfaction and psychological distress. Various researches have examined effects of work and community resources and demands on WFC and facilitation. Work to family demand is related in a positive manner with WFC, but its resources are positively related to work family facilitation. Work demands can act as hindrance while performing the family roles or decrease the resources required to participate in family activities. Studies have examined three type of WLC.

a) Time based - Time and energy are finite personal resources. When a person devotes more time if or one role he cannot give adequate time for the other role. For instance if more of time resource is devoted at work than it will decrease the time resource available for the family.

b) Strain based – When an individual’s responsibilities in one domain lead to psychological and physical stress it hinders the performance in the other domain. This conflict is called as strain based conflict. Strain at job can increase negative emotions fatigue, anxiety and stress among
the employees. This stress and fatigue can affects the family by psychological responses in the form of attitudes and behavior at home.

c) Behavior based – when behavior in one role is not compatible with expectations and behavior in other role behavior based conflict takes place. For instance if work requires an individual to be aggressive in nature than such a behavior if carried at home may lead to behavior based conflict as in family one needs to be warm, emotional and nurturing.

It is necessary to make distinction between two different conflicts that is when work interferes with family and personal issues for instance a business seminar with the family outing and personal or family interference with work such as Childs parent’s teachers meeting interferes with office meeting. Researchers suggest that the likelihood of work to family conflict is more as compared to family to work conflict. Both the types of conflict are positively and indirectly related to stress, depression and poor physical health. It also leads to lower level of overall life satisfaction. WFC may be more prevalent among employees whose nature of job is quite strenuous or who work on international assignment. As work and family life have greater demands to be met employees WLC inflates. Organizations play an important role in minimizing the WLC of an employee.

1.3.5 Theories of WLB

Researchers have developed various models to study the relation between work life and personal life. Work family interlinking has propounded various theories. Some of the noteworthy theories of WLB are as follows:-

1. Compensation theory

This theory considers work and family as separate domains and states that if something is lacking in one domain than individual will try to compensate it by finding more satisfaction in the other domain. In simple words we can state that an individual will compensate for the dissatisfaction from one domain by trying to find satisfaction in the other domain. The two domains work and personal life or home is inversely related. If an individual experience
negativity in one domain he will offset it by finding positivity in the other
domain. There are two forms of compensation. First an individual will
decrease his involvement in the less satisfying domain and increase
involvement in more satisfying domain. The second view states that an
individual will counter to the dissatisfaction in one area by trying to get better
rewards from the other. The second from of setoff cane be stated as reactive
or supplementary in nature. Such compensation occurs when people change
their pursuits to get better rewards from the potentially satisfying domains. A
person who is dissatisfied in his personal or family life will spend less hours of
time with family and dedicate more hours to work and vice-versa.

2. Segmentation theory

As the name suggests segmentation theory considers work and family as
separate segments or domains. Both these domains are independent and do
not influence each other. The theory states that when individuals are at
home or with family they suppress or hold back work related activities and
when individual are at work they suppress personal and family related
emotions and feelings. But in practice these two domains are highly
interdependent and hence this theory is not practically relevant. The
segmentation theory views family as an arena for women and work as an
arena for men. This theory is considered as weakest theories of work life
relationship and is challenged by researchers who are of the view that work
life and family life are interlinked domains of life. This theory can be viewed
as an advanced psychological activity where people take extra efforts to
create a boundary between work and personal life. By doing so work and
personal life can be managed separately.

3. Spillover theory

Spill over theory presents the most popular view on the relationship between
family and work. This theory proposes that work and family are interrelated
domains and affect one another in either favourable or unfavourable way.
Employees carry their behaviour, attitudes, values, emotions at work in their
personal life and vice-versa. Such an influence of one domain into another is
called as spill over. Spill over can be negative or positive. Positive spill over means satisfaction in one domain will bring positive effect in other domain. Example if an individual is benefited in his career such as he gets promotion or incentives this will be reflected by positive approach and emotions with the family or friends. Negative spill over means that challenges and difficulties in one domain will lead to same emotion in other. Example if an individual is frustrated and angry due to a conflict with family members than this will be reflected in a negative way as he will carry the same emotion at work and may not be able to concentrate on work.

Feelings, attitudes, satisfaction, values can be positive when satisfaction at work will lead to positive interaction with family and vice-versa. Spill over of behaviour and skill will occur when such skill or behaviour learnt from one domain can be used effectively in the other domain. A positive spill over will be considered if skill and behaviour in one domain will increase the efficiency in other domain. Spill over will be considered negative if skills and behaviour in one domain interferes into proper function of the other domain. Few researchers are of the view that spill over theory lacks psychological interaction between work and family. One other limitation of the theory is that it does not throw light on day to day interactions among the two domains. Further theory fails to explain the steps that can be taken to maintain a proper WLB especially in situation when negative spill over takes place.

4. Border theory

Clark formulated the work family border theory as an improvement over other theories. This theory considered interaction between work and family as human connection rather than an emotional one. This theory states that individual has to perform certain roles in various domains of life; these roles can be separated by temporary, physical and psychological borders. During our daily routine people knowingly or unknowingly move between the two domains work and family and hence they are called as border crossers. By managing and separating work and family people can achieve WLB. Individuals make daily transitions between work and family to achieve balance
by focusing on each domain and by trying to customize the requirement of each domain. The border theory has four important aspects as follows

a) The two domains – work and family

The two domains work and family differ in various aspect such as culture, rules, ways of working, behavior etc. these domains also have different means and ends. Works gives satisfying career and provides financial support. Family provides committed relationships and personal happiness. The ways to achieve the goals of both the domains are different. Honesty, love, caring, sharing are different ways to achieve personal goals. Responsibility, handwork, capability, efficiency, dedication are the ways to achieve goals at work. A desirable balance can be maintained between the two domains by integrating and segmenting the two in a tactful manner.

b) The borders

There are three types of borders viz. physical, psychological and temporal borders. When the activities of work and family are conducted in different locations it is called physical border. Psychological borders consists rules governing the behavior, thinking and emotions of each domain. The time and hours allotted for home and work are called as temporal borders. The border should have permeability which means the extent to which the element of one domain can enter the other. Borders should be flexible in a sense that to which extent the borders can expand or contract to adjust the requirement of the other domain. Borders should have proper blending which means that when there is a greater permeability and flexibility between the two borders. Blending of domains provides wholeness to and individual and helps in achieving WLB.

c) The border crossers

Frequent transitions are made from one domain to other by individual and hence they are termed as border crossers. Border crossers can be of two types’ peripheral participants or central participants. Central participants can effectively and wholeheartedly accept both the domains and integrate theme well and hence there are in more control of their domains. Peripheral participants cannot identify the goals,
values and culture of the domains and hence find difficult to achieve WLB.

d) The border keepers

The border keepers play an influential role to achieve WLB. Border keeper can be any members from both the domains such as spouse or supervisor at work that help the border crossing to manage both the domains with ease. When border crossers share a committed relation with any member of domains they tend to become their borders keepers by supporting the border crossers. Such border keepers can minimize the negative impact on WLB.

5. Role Theory (Job stressors)

Job stressors affects WLB in form of role conflict, role overload and role ambiguity. Role conflict takes place because of pressures arising out of simultaneous roles to be performed. Acquiescence with one role makes it difficult to perform the other role. Inter role conflict is a type of conflict which arises because of opposing role due to diverse work or satisfying the demands of multiple role simultaneously. Intra role conflict occurs when role in one domain is non-compatible with the role in other domain. Intra-role conflict takes place when a person is not able to give time to that role which he enjoys doing, because of the time he/she has to dedicate in some other role. Role conflict takes place when multiple roles are performed at the same time either at work or in family and personal life. Role ambiguity is also considered as job stressor. When the information required in performing a particular role is not appropriate role ambiguity takes place. Due to lack of clarity and uncertainty regarding what is expected, vagueness occurs while performing the role. When the role is not performed properly stress arises. While performing roles which are poorly defined, unclear and vague one may experience anxiety and tension which can cause WLC. Role overload is when a person takes up many roles at a time. As expectations of many roles have to be performed at a single time, individuals may not be able to justify all the roles. High overload and inefficiency in performing work takes place. People who experience role overloads on a daily basis complain about stress, strain and depression. Work
load is positively linked with WLC and negatively affects performances at work.

There are many other theories also such as instrument theory, conflict theory, and resource drain theory etc. which have been proposed by various researchers. All these theories have tried to formulate ways to manage the two domains of life.

1.4 Overview of hotel industry in India

Hospitality sector has been one of the fastest growing industries and the hotel industry offers a multi-billion dollar growth with unlimited opportunities. There are diverse areas of work opportunities where people can work according to their area of interest. In common parlance hotel is a place which provides temporary lodging on paid basis. Facilities provided by hotels may vary from a modest-quality mattress provided in small room to big suites with best quality beds, fridge, and dresser, chairs, television, and en-suite bathrooms. Small budget hotels may provide with some basic lodging facilities for the guest whereas high priced hotels may provide with variety of other facilities for their guest such as conference room, swimming pool, well equipped business centres, gymnasium, restaurant, spa and many other services. Some high end hotels have customized rooms which are decorated as per the demands of their guests. In a way we can say that a hotel provides its guests a home away from home.

Hotels do furnish quarters and facilities for group of people for business, social gathering, entertainment and it may preserve a portion of its premises for superstore and business whose connection is appropriate to a hotel. Hospitality refers to warm and generous treatment and entertainment of guests, either commercially or socially. Indians are recognized by world for their hospitality ‘Atithi Devo Bhavah’ has been our motto from ancient time. Because of this heritage of India its numerous hotels, have been considered as one of the global leading hospitality venues. One of the basic needs of tourism activity is accommodation. Better accommodation facilities help to build up tourism in the world’s most attractive places. The service industry
includes hospitality industry which is divided into lodging and restaurants, theme parks planning an event, cruise line, transportation, and additional fields in the tourism industry.

Indian hospitality sector enjoys second place in the swiftly growing tourism market in the world. Indian hospitality industry grew at a rate of 8.8 per cent between years 2007 to 2016. World Travel and Tourism Council (WTTC) predicted that India has the potential to turn into the number one tourist destination in the world with growing demand at 10.1 per cent per annum. The hospitality sector of India is likely to witness high growth in the long term.

Domestic travel is estimated to be the principal driver of growth, and lofty disposable incomes together with an instigation of better locations are likely to compel this growth. The industry is hit hard by lack of skilled manpower. There is about 30 to 40 percent shortfall of quality workforce in the hospitality sector. The shortage is felt at various levels in the organization. Scarce supply of excellence talent and growing competition for talent in the industry has led to attrition as major issue being faced by the hospitality industry of India.

Training imparted by most of the institutions is outdated and requires a revision in curriculum. Many hotels have their own training program which helps external and internal grooming of the hired staff. A 600 hour’s classroom training is provided at Leela, Oberoi has its own Centre of learning and development to train specialist chefs. Industry is trying to retain its staff with mid-term salary revisions and handsome raises. But this is found more in five star hotels.

**Reviewing Trends in the Hospitality Industry of India:**

- The hoteliers have started to arrange direct online bookings through their own tailored user-friendly websites, thereby trying to persuading travelers to opt for it.
- The hospitality sector has realized that to retain and attract tourists, developing brand awareness is essential. Content marketing can be done to reach and influence target audience as an alternative of making use of conservative advertising.
• Tourists are inclined for quality food which has organic ingredients as a substitute of celebrity chefs.

• Social media has turn out to be normal fashion in this industry. Tourists have a tendency to read and evaluate reviews before taking decisions about their trip. The hotels need to update their blogs continually. Display of testimonials of hotel celebrities and guests who have visited their hotels.

• The focus on different ways to make use of different mobile applications and social Medias is also increasing.

• To attract hotel guests, the hotels should propose and upload videos and photos in photo gallery on their websites.

• The numbers of overseas guests are increasing; the hotels should search for getting refinance for growing business to strengthen their position.

The foundation of hotel industry can be dated back to 3000 B.C. Early travelers were soldier or people who travelled for trading purpose that is for buying or selling or people who wanted to expand their knowledge. This was before the origination of hotels. For accommodation purpose, tents were made by the vanquishers and warriors, but people travelling for discovery of knowledge and traders, had positioned more significance for hospitality, and at times they even traded their yield for accommodation. The foremost commercial venture was Inn-keeping, and the service exchanged for money was hospitality. In ancient day there were Inns which only had a bed or a bench in a corner for the travelers. The guests were provided with large rooms common for all guests where there was no privacy and a common sanitation. The tariff charged for such accommodation was very reasonable. Travelers used to share common space with their animals. The Roman Empire in third century made a well-known system of road made of brick in entire Europe and Asia. Sequences of small cabins were created to provide it to the travelers who were travelling from Spain to Turkey. No major improvement was made in the inns till 1700’s industrial revolution. Later on in Europe luxurious structures were constructed with private rooms, individual sanitation and the comforts in a European Castle. Prior to 1760 people used
to visit inns for having lunch and dinner. Families hosted their guest in such inns where lodging and boarding facilities were available. The Norman invented the term hotel. The actual growth of modern hotels originated in “U.S.A” with the establishment of “City Hotel” at New York in 1974. During this period various other big hotels were established which involved large investment, big profits and trained people to professionally manage the business. After World War II mass travel became a common phenomenon which brought upsurge in hotel industry. Before 1980’s Indian Hotel Industry was at an emerging stage with slow growth mainly consisting of relatively stagnant, single hotel companies.

1.4.1 The concept of Hotel

Hotel can be described as a place which offers accommodation, food and beverages at a price that will enables to make a profit. It can also be defined as a house for accommodating travelers. According to the Webster’s Dictionary (1978), hotel has been described as a building or institution providing lodging, meals and service for the people is termed a hotel. It is an organization that offers paid lodging on a temporary basis. It provides basic lodging, in a room with a bed, a small cupboard, a table and a chair. This has been replaced by accommodation with modern facilities, such as en-suite bathrooms and air conditioning. Other common Facilities that have been supplementary in hotel rooms are a telephone, alarm dock, a television, a mini-bar and amenities for preparing tea and coffee. Various units of hotel includes., restaurant, hotel, porters, servers, housekeepers, kitchen workers, bartenders, etc. which needs proper management of HRs. Its extravagance features includes bathrobes and slippers, Jacuzzi bathtubs and twin-sink vanities. Bigger hotels also provide additional guest services such as a restaurant, fitness center, swimming pool, business center, conference facilities etc. It can be pertinent to affirm that hoteliers attempt to replicate hotel as their own home for the guests when they are away from their home. It is a place where tourist changes his role i.e. he becomes a guest from a traveler. The basic idea of a hotel is to endow with accommodation to those people who are away from their home and provide
them as per their requirement and expectation. The amenities of the hotel are present to meet to the necessities of many, and also to offer service to local population. This basic feature of hotel makes it quite different from other types of industry and its other services are supplementary. It is not easy to draw a line and differentiate between a hotel, a motel, lodging, dharmsala, a guest house or a railway dormitory.

The hotel as compared to other business is having some precise characteristic, which makes it apparent some of them include

- A fixed, immobile set up in a building.
- Accommodations open to all, available to all, apart from to minors or children who are unaccompanied.
- An organization that offers goods and services for payment of price necessary to compensate general costs and earn adequate profit.
- Financial autonomy is an important trait of hotel enterprise. In certain countries state loans, grants or subsidies, benefits etc., are granted to encourage hotel activity to help it become more profitable.
- It provides services for an individual, family or a group.
- It provides standardized overall services of regular or superior quality.

1.4.2 Functional departments of a hotel

The modern hotels offer a wide range of services and hence hotels need to have a proper division of work to manage it efficiently. For this purpose various departments in the hotel are classified into two categories

- Primary or core departments
- Secondary or support departments

- Primary or core departments
- Food and Beverages

This department deals with the handling and providing food and beverages. This department can be further subdivided in to other divisions such as restaurants, bar, coffee shops, banquet rooms etc. they have cleaning also as
their Utility services It delivers food to the guest in their room or at the restaurants or banquet or in conference rooms as per the need of the guest

- Front Office
It is the department which handles processing of reservations, registration of guests, maintain guest accounts and check-in and check-out of guest. Front office is also responsible for distribution of room keys and passing on of messages and mail to the guest. The most visible and primary area of the hotel is front desk which may not only counter but also an appropriate place where guest can sit down and do the registration process.

- House keeping
Housekeeping department shares the responsibility for cleaning the rooms and public area. This department requires a huge manpower depending upon how big the hotel is. The staff includes assistant housekeepers, room attendants, room inspectors, linen attendants, uniform in charge and manager. Housekeeping may also provide laundry and dry-clean services. This department requires young and energetic staff to create favorable impression and server the guest 24 x 7.

- Food Production
The major responsibility of this department is to prepare food items. Food production is engaged in preparing dishes ordered by guest and the same food is later on catered by Food and beverage department. In luxury hotels various cuisines are served and different chefs are appointed for different cuisines.

- Secondary or support department
  - Marketing and selling
Though it is the support function marketing and selling is most vital and integral part of hotel industry. It includes the function of advertising, sales promotion, packaging and public relations. The marketing department is responsible for keeping the rooms occupied at the required price and proper mix of guests.
  - Engineering and maintenance
Engineering department provides day to day utility services such as hot water, air-conditioning, electricity, steams and other services. It is also responsible to maintain this services and look into the repairs as and when necessary. It also looks after the furniture, fixtures and equipment’s of the hotel. The repairs, replacement, cleaning installation and maintenance of the property are the major responsibility of the department.

- **Accounting and Finance**

Accounting department keeps the record of various business truncation of the hotel. It looks after minute financial give and take of documents and records it so that proper financial management can take place. Control department is concerned with the guideline of cost control. It provides with ways to reduce operating cost, food and service cost, labour cost etc.

- **Safety and security**

Safety and security of the guest, property of the hotel and employee is the major duty of this department. Security concerns are increasing day by day with the increase in crime rate and hence not only precaution on prevention of theft is a concern but violent crime such as murder has also become a major problem.

- **Administration**

Administration is generally the function by the top officials of the hotel, they supervise and control the other areas of work related to administration such ad personnel, employee welfare, manpower, health and security.

- **Human Resource**

The importance of HR is rapidly growing in hotel industry and has become and inevitable part of the organization. It plays an important part in managing the manpower resource of the organization. Hotel industry being the service sector has to attend its customer more carefully as they are considered as guest. Staff needs to be trained with different soft skill to maintain cordial relation with the guest. This department deals with recruitment, training, compensating and motivating the employee of the hotel.
1.4.3 Classification of hotel

Hotels are divided into different categories across the world based on various aspects such as standards, location, nature target market, infrastructure etc. the most common classification of hotels is on basis of standard, on basis of nature and on basis of location.

➢ Classification on basis of standard

- Five star hotels – this category of hotels are deluxe and luxurious providing globally competitive services. There are generally located at convenient place in metro cities. All the modern facilities of accommodation are available with international accepted standard. Professional HR is appointed in such hotels.
- Four star hotels – four star hotels also provide with all amenities to travelers with a limited budget as compared to five star hotels. Service quality is very much close to that of five star hotels.
- Three star hotels- three star hotels are mainly economy class and located in big as well as small cities meeting the needs of budget tourists. These hotels are good value for money when one is looking for just good accommodation rather than other amenities.
- Two star hotels – these hotels provide all basic amenities need for accommodation at the lowest prices. They are generally situated in small cities and in some parts of big cities also.
- One star hotel – hotel providing very basic facilities of stay with small number of rooms availabilities comes under this category of hotel. These hotels are for those who are looking out for the cheapest accommodation. Professional H.R is non-existent in these hotels.

➢ Classification on the basis of nature

- Heritage hotels - India has a rich heritage and hence heritage hotels are very popular in India especially if someone is looking for elegance, royal treatment and luxury. Heritage hotels are basically some of the heritage sites converted into hotels which are designed and preserved
with high standard and provide services which are ethnic and royal and depict the culture.

- Beach Resort Hotels - India has a very vast coastal line and hence beach resorts are very popular tourist destinations in India. These resorts are located with adjoining beaches. The location of such resort becomes the basic attraction for tourists. It serves those people who are looking to enjoy and relax near the seashore and for people who are looking for the change in weather due to health reasons.

- Wild resort hotels - People seeking for adventure may prefer wild life tour and this will be incomplete if they do not actually stay in a forest. Wild resort generally offers a rest house or tent in the dense forest among the wilderness. Tourist can enjoy safaris and waking up with the sound of birds.

- Government approved hotels - These hotels are set up by a government authority and may not have star categorization as they are small enough to find their place in the list. They provide with basic and minimum level of accommodation some time at far of places where commercial hotels are not interested to go.

- Residential hotels - Residential hotel also termed as apartment hotels are basically apartment house which charge monthly, half yearly or yearly rent. These hotels provide only accommodation none of the other services such as food, housekeeping etc. is provided. Services offered here is as good as a well-managed home.

- Commercial hotels - Commercial hotels are popular among the business groups as they are intended for people who travel to various destinations for trade and commerce purposes. These hotels are generally located at prime commercial centers in well-developed cities. They offer a wide variety of services required for business get together such as conference hall, seminar room, banquets etc.

- Floating hotels - These are located on the water are found amid a river or a lake. Such hotels are found in popular tourist destinations with appropriate facilities and services made available in floating ships or boats.
1.4.4 SWOT Analysis of Indian Hotel Industry

STRENGTHS

- Different types of hotels are found in the country which can accomplish the demand and requirement of domestic and foreign tourist.
- International players such as Taj and Oberoi have professional and international chains which can meet the demands of international tourist’s travelers.
- The cost of manpower in India is comparatively lower than may other countries and hence this provides a greater profit margin the hotel industry.
- India offers wide range of tourist destination with its resources, heritage and tradition. Hence there is potential to pull various customers and industry can grow.

WEAKNESSES

- The cost of land is the biggest weakness as it is very as high as fifty percent of project cost as compared to fifteen percent in other countries.
- Presently the hotel industry is facing with the major problem of attrition of manpower.
- There is high tax structure in India making the industry not as good as its international counterpart. In India, various tax inflate the hotel bill by nearly 30 percent. Effective tax in other countries in South East Asia is approximately 4-5 percent.
- The services provided by Indian hotels are limited value added services which are cannot be compared to the present world standards.

OPPORTUNITIES

- Demand among the national and domestic tourists can be managed easily owing to disparity in period of holidays. The peak season for international tourist’s arrival is between Septembers - March, but the national and domestic tourist waits for holidays in school either in winter or summer.
• Indian hotel industry has covert potential for growth in long run. India has a diverse topography making it an ideal destination for tourist.

THREATS
• Hotels have been replaced by guest houses. This has been a popular and growing trend in west and now it is seen in India also. This can diverts the customers of hotel industry.
• Political turmoil in certain area reduces tourist and this affects the hotel business. One of the best examples is insurgency in Jammu and Kashmir.
• New trend in hotel industry in west are picking up and hence similar changes are expected in Indian hotel industry, which are difficult to undertake may a time due to increased project costs.
• Shortage of skilled and trained people is hotel industry is a major threat. Manpower possessing professional degree and training in managing hotels are scare and hence hotel employee staff as per the availability in the market rather than their requirement. This affects the quality of service provided by hotel industry.

1.5 HR challenges in hotel industry
Hospitality sector has always played an important role in economic development of any country. Tourism and travel competitive index shows that India’s Position was 65th in this sector in year 2015 and has risen to 52nd position in year 2016. This shows that hospitality sector has a flourishing future. At the same time the concern is about the availability of skilled and trained manpower. The biggest challenge faced by this sector is the high attrition rate. The attrition rate in hospitality sector is 29.2% followed by 17.2% in Banking and Finance, 16.8% in health care and 10.4% in Insurance. One of the important resources of any organization is its manpower and the responsibility to manage the HR efficiently is the function of HR department. Managing, recruiting and giving proper direction to manpower are some of the important function of HRs management. Every employee contributes to an organization individually and cooperatively thereby bringing success to an organization. It is the job of the HR team to find the right talent, give
appropriate compensation, train them and retain them to achieve the current and future goals of an organization. Manpower need to be trained and motivated and ethical policies should be communicated to the staff to make them more dedicated and committed. This poses a great challenge in front of the HR team and hence is a issue of great concern. The main challenges faced by hotel industry in India are

- **Challenges of recruitment**
  HR team need to keep themselves with the changes taking place throughout the globe as they need to recruit the staff which will be competent enough to meet the requirement of globalization. Recruitment is a job which remains unacknowledged at many times. If right and talented people are hired and they are giving good results there is no credit or acknowledgement given to the HR department. Proper motivation is required so that HR people work whole heartedly to get the right talent. The process of recruitment its speed and closeness is also a challenge. The recruitment process should be adaptive, quick, flexible and responsive to the requirement of an organization. Reviewing the need of employees and prioritizing the responsibilities has become a challenge for recruitment team.

- **Workplace diversity**
  Divers work culture has been the gift of modern global world. The future of organization depends on how well they manage a diverse body of staff that bring with them different ideas, perspectives and culture of work. Though it is a major challenge to manage the diverse staff it can be turned into a organizational asset if the organization is able to take advantage of this various talent. With variety of talents of various cultural backgrounds, ages, gender and lifestyles, organizations can respond better to business opportunities more resourcefully and swiftly. If diverse talent is not managed properly or the organization does not support diversity, they may lose talented people to their competitors.

- **Shortage of skilled employees**
  Skilled manpower is one of the most essential requirements of hotel industry which plays a vital role for achieving the goals of an organization. Various technical and soft skills are required for effective function of any hotel. One of
the greatest challenges of hotel industry is unavailability of skilled workforce. Even if the workforce requirements are fulfilled the other challenge lies in retaining the employees.

- Lack of Quality services
As there is scarcity of manpower in hotel industry the available manpower are not able to fulfil the requirements of their customers effectively thereby affecting the quality of services delivered. Due to increase in work pressure and work load the performance of employee decreases. Low quality of services can even damage the goodwill and brand name of the hotel. During peak season when the hotels are overbooked the workforce remains the same and hence work quality gets affected.

- Retention of employees
Employees work on short term basis in the hotel for most of the times. Some people may not have their ending professional goal to work in the hospitality sectors where as some people leave the job due to other job related factors such as low grade performance, hectic job, better opportunities etc. Attrition has been the most serious problem in hotel industry and hence to retain talented employees is one of the biggest challenge of HR department.

Ways to overcome the HR challenges faced by hotels

- Recruitment:
Necessity for work arises at different levels in the business regularly. It is impossible to fulfil the requirements easily. Therefore an alternative has to be identified to go with the requirement. The candidates must be selected as per the need of the organization. Different strategies must be developed for focusing on hiring high performers and average performers. The staff conducting and organizing the recruitment process must be well qualified. The parameters of judging the candidate has to be pre planned.

- Workplace Diversity:
Organization includes various things an individual employee can do. It is necessary to understanding capabilities of individuals. Though it is needed to treat every staff member equally, it is essential to know the basic human
differences to treat everyone equally. Tolerance and communication is crucial. Company policy has a direct or indirect effect on the staff. The hotel is not only needs diversity but also unbiased set of policies to handle issues such as sexual harassment, discrimination on different grounds sends a message to employees about the significance of individual rights and privileges. The hotel should have an approach of flexibility in nature of diverse practices.

• Shortage of skilled workers:
The way to overcome the challenge is to motivate and encourage the employees. Many a time’s skilled employees find it difficult to adjust with the existing staff. Conflict may arise due to this and organization has to let go skilled employees. Such a problem should be dealt with extreme care. Only those employees must be recruited who are fitting for the job and who can effortlessly adjust to the existing environment of work.

• Lack of quality service:
The main objective of hotel industry is to provide guests with excellence service. A guest would be keen to visit a hotel having good interiors and good level of service as compared to the hotel whose interiors is good but staff would be lacking in extending high-quality quality of service. Thus quality is very crucial in hotel industry. To serve the guests properly, HR has to make sure that the employees serving the visitors is not dissatisfied. It is the job of HR to see that the employees are contended so that they will satisfy their guest also.

• Retention:
HR managers have to come up with new ways to grasp the attention of the employees to keep them fascinated with their work to retain them over a longer period of time. Staff members can be provided with training programs and also a lucid sequence plan to create thoughtfulness amongst staff for their development to higher levels of service due to which they will remain with the organization for a longer period of time. WLB has become one such policy to retain talented employees. The knowledge worker is very crucial and its character and work is very challenging. These knowledge worker or so
called talented employee many a time tends sacrifice the time of its family and friends for work. This leads to a lot of interruption in his family and personal life thereby disturbing WLB.

1.6 Work Life Balance concerns in hotel industry

Modern competitive corporate life is a rat race in which everybody is running as if the world will come to an end. Primary aim of life has become success which all wants to achieve at any cost, Hotel industry is not an exception. Organizations expect that their employees should work like machines, but this cannot happen in real. Employees in order to achieve success work day and night ignoring the fact that human being are a set of social and emotional in character. Employees must have a proper balance between work and social life, and hence WLB has been a buzzword in industries which are facing a lot from work as well as social setting.

1.6.1 Factors affecting WLB in hotel industry

Hotel industry can be distinguished from other industries on issues affecting work on following points:-

- 24 x 7 Services

Hotel is an industry that never sleeps. Hotels provide services round the clock. Employees have to work in shifts to provide 24 x 7 services. Many a times, especially during peak season employees have to perform double shifts. Hotel industry provides services which are produces and consumed simultaneously and hence they have to entertain the guests as and when they come.

- Seasonal business

The hotel industry faces peak and off season depending upon its nature, business and customers. It becomes difficult for HR to manipulate employees according to seasonal fluctuations. It is generally a practice to recruit employees depending upon average requirement and hence during peak season there is acute shortage of manpower whereas during off season there may be surplus manpower. Some hotels appoint casual or temporary
labour for certain work during peak season, but this cannot compensate the additional work pressure on regular existing employees. Employees may at times work for long working hours during peak season. Getting regular weekly off during peak season also becomes difficult.

- Traditional shift pattern

Due to round the clock activities of hotel industry shift swapping has become the way of life for hotel employees. Hotel employees generally have shift duties and they are expected to work in different shift which changes on daily or weekly basis. Most of the hoteliers are even called for their duties on a very short notice. Due to shift pattern of working employees have to do a lot of adjustment in personal and social life. Working in abnormal working shifts can hamper the health of an employee. Sometimes employees have to work in shift when they have to travel home at odd hours. This poses a problem for female employee, though some hotels may provide pickup and drop facilities but the same may not be available for men.

- Strenuous job

Hotel employees are expected to be always on their toes, especially employees who come into direct contact with customers. Employees are expected to be pleasant, charming, active fresh and ever smiling while dealing with their guest. It is irrespective weather the employee is physically or mentally in a state to perform or not, it is possible that an employee may be physically tired by performing double shifts or emotionally disturbed due to problems in personal life. All these aspects are overlooked and this becomes stressful for hotel employees.

Hotel employees have to work for long working hours which has a negative impact on WLB. Employees have to sacrifice their personal time for job requirements. During peak season employees may not be able to get their weekly offs which becomes stressful physically as well as mentally. Additional work pressure due to shortage of manpower is needed to be absorbed by the existing staff. This creates an imbalance in personal and social life. Tremendous hard work leads to fatigue and when an employee’s returns home after a tiring day he spend most of the time sleeping or relaxing, so he
has no time to spend with the family. This leads to conflicts and disconnects with the family and upset the WLB. Employees working in hotel face the problem of long working hours, traditional shift pattern, heavy workload, handling demanding customers, acute shortage of manpower etc. Due to all these factors hotel industry leads in the issues and concerns of WLB. Being one of the flourishing industries, hotels have gained importance in tourism business and it needs a lot of talented and skilled employees. WLB concerns have a lot of significance for HR Managers in hotel industry so that with better HR policies on WLB they can attract and retain talented employees.

1.6.2 Measures to enhance WLB

Organization practice different work-life policies that may help its employees to meet their work and personal life obligations. There are extensive ways of family responsive approaches which can be incorporated into the mainstream HR policies of the organizations. Some of the popular WLB policies are

- **Flexible work timings:**
  It allows the employees, to decide the start time and end time of their work. It is the most common policy whereby an employee can adjust his work time according to his personal life requirement. This can allow employees to meet family responsibilities. Employees who have flexibility in work have a better sense of responsibility, control and ownership. If organizations help their employees to balance their work and personal life, employees can become more loyal and committed towards the organization.

- **Telecommuting:**
  Working from home has become a regular feature of many business organizations. This saves time spend for commuting and employees work from home and hence they can take care of their personal work and well as professional work. Such an arrangement is termed as telecommuting. Tele working help an employee to organize and plan their work, family and personal life, decrease expenses related to work and travel and work in less stressful environment. Employees can capitalize on personal peak productivity periods which can have favourable impact on their performance. Talented people who are disabled can also be hired. But such an arrangement can only be an effective way to enhance WLB in certain sectors.
Compressed Work Weeks:
A fully packed work week is a game plan where representatives work for long hours in return for reduction in quantity of working days in work cycle. Employees can benefit by getting an additional day off or longer weekend or mini vacations. It also saves commuting time. Arrangement of compressed workweek is generally initiated by employees, but sometimes it may be initiated by employer to get the advantages of operational efficiency, optimum production or for longer working hours to enhance customer services. If an employee is required to work for 40 hours in a week, he may opt for working ten hours in a day thereby only working for four days in a week, rather than working eight hours per day where they have to work for five days in a week.

Part-Time Work
People who want to work but are facing limitations of health, disabilities etc. can opt for part time arrangements of work. The people who have taken career breaks due to some responsibilities can re-enter into active workforce through part time arrangements such as mothers who have taken a career break for upbringing of her child. Part time is also a good option for those who are nearing to their retirement and may find full time job as tiring due to growing age. Business that is having seasonal nature such as hotels can use part time as a way of adjusting their manpower during peak season. Employees who want to give more priority to their family and personal life and also want to do some productive economic activity can avail such part time arrangements.

Job sharing
It is a policy which permits two or more employees to collectively fill a fulltime work, with duties and responsibilities as well as work timeshared between them. Sharing of work is popularly used when part time jobs are limited and full time jobs can be shared by two individuals. It offers the same benefits of part time job with an added advantage of building and developing good partnerships. People sharing jobs can learn from each other by mutually being supportive. Employers get an advantage of recruiting diverse staff and retaining talented employees who are unable to work full time or those who have to devote much time for personal commitments.
Leave options
Leave choices include offering leave privileges that are not only mandatory legally but also recognize real life problems of employees such as maternity, paternity, leave for elderly care etc. It can also include vacation arrangements for employees who have shown better performances. Study leave, leave for exams, sick leave, privilege leave etc. can be other leaves which can be offered to the employees to manage their personal life.

Employee and Family Support
Employees have responsibilities and commitments outside work also which need to be considered by organizations. To support employees and their families various facilities such as vacations, childcare activities, family get together etc. can be undertaken. Commuting time is some parts of India especially metro cities eats into a lot of family time. Organizations can provide its employees additional backing for self-improvement and opportunities for informal communication.

Wellbeing, Health and Community
For some firm’s employees wellbeing is a way to deal with work family equality. It is apparent that if employees are urged to protect their wellbeing, they will negotiate more viably with inevitable burdens at work and can be more profitable and empowered. Some organizations impart instructive sessions on employee wellbeing related matters; others arrange exercise sessions in work-time, some may offer club participation. Similarly, reassuring representatives to take an enthusiasm for exercises outside of their customary work is likewise imperative in keeping them connected with and inspired. Numerous organizations see empowering and supporting their representatives to volunteer in the neighbourhood group as a key part of their work-life parity techniques.

1.7 Statement of Problem

Interest in certain topic usually is the beginning of research and the more familiar one becomes with topic the better clarity he/she gets on the topic of study or so called problem of study. After an appropriate study of existing literature it was evident that WLB has been one of the emerging issues of HR.
Various studies have been conducted on WLB of Women, Banking sector, Business Processing Outsourcing and IT enabled companies. There are certain sectors where still Scope for Research on WLB issues is wide open. Hotel Industry is one such sector and after studying the basic work environment in hotel industry it becomes crucial to study its impact on work life aspect of its employees.

Indian hospitality industry is one of the most profitable industries which contribute a noteworthy amount of foreign exchange to the country’s economy. India has various attractive tourist destinations. A vital component of hospitality industry is hotels which has a high growth potential in long run. One of the important aspects of concern of hotel industry has been high attrition rate and shortage of skilled manpower. Being a service sector industry, hotels require well qualified, skilled and trained staff to deal with their guests. Hence HR is most costly resource and a significant expense in the hotel business. Employees play a significant role in hotel industry. To acquire and retain talented and skilled people poses a biggest challenge for hotel industry. The HR personnel’s of hotel industry are conscious of this fact. Employee centric HR policies are developed which will enable employee to increase their productivity. Practices addressing the human aspects of employee are also developed to attract and retain talented employees. Even after various efforts to boost employee’s productivity, WLB practices of hotel employees are less discussed.

Individual working in hotel industry have shown the signals of stress due to work demands placed by the sector. Work demands include issues of work overload, working patterns and the environment of work. Complexity of work, volume of work, shift work, out of reach deadlines, high occupational stress are a common feature of hospitality sector. Hotel industry is characterized by long working hours, varied shifts, unpredictable weekly off, 24/7 service and tremendous hard work. This hardly gives time for hotel employees to be with their family, moreover by the time they return home they are extremely tired and most of the time is consumed in resting and relaxing. Such a working condition is positively related with conflict in marital and family life. The concept of presentisim prevails in the industry, which means putting more
hours of work. Hotel employees work for 12-14 hours a day and they are expected to be on their feet during these hours. Due to seasonal operations hotels operate with meagre staff to keep the labour cost low. The business is more during holiday and peak seasons when tourists are more in number. In such a season when there is heavy work pressure it is difficult for hotel staff to even take their weekly offs. Hotel employees work harder during vacations and weekend as it is peak season. At such a time they sacrifice the family time to their work. This creates a conflict among work and family domains of employees and has a negative impact on health also. It is therefore important to look into the issues relating to WLB of hotel employees.

1.8 Chapter Scheme

- Chapter 1 – Conceptual Framework

This chapter includes the basic understand of the Concept of WLB and WLC. A brief history of the WLB is also stated. It includes definition of concepts. A detailed explanation of hotel industry and its HR challenges are mentioned with the statement of problem.

- Chapter 2- Literature Review

The chapter presents earlier studies done on the research topic. An extensive review on the aspects of WLB, WLC, Work life policies and programs, implications of Work Life imbalance or WLC etc was done. A brief review on existing literature n WLB in hotel industry is also included.

- Chapter 3- Research Methodology

The step by step organization of the research work is mentioned in this chapter. It includes the aspects such as research design, need for research, method of data collection and analysis. Techniques of data analysis and how the data has been processed is also a part of this chapter.

- Chapter 4 – Analysis of Data

The primary data analysis and its presentation in an organized form are included in this chapter. The Data is presented in form of pie char and bar and
multiple bar graphs for a quick understanding. The analysis presented in this chapter shows the general frequency analysis for each question.

- Chapter 5 – Hypothesis testing

This chapter consist of cross tables on which statistical calculations are performed for the purpose of testing the hypothesis of study. The interpretations of tables are given to have a better understanding and proving of hypothesis.

- Chapter 6 – Findings and Conclusions

A summary of the findings is included in this chapter. It also consists of various suggestions made by the researcher on the basis of findings and scope of future research. The limitations faced by the researcher while doing the research are also mentioned.